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Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Budget for the support account for peacekeeping operations for the period from 1 July 2009 to 30 June 2010

Report of the Secretary-General

Summary

The present report contains the budget for the support account for peacekeeping operations for the period from 1 July 2009 to 30 June 2010, which amounts to $324,447,100 and provides for a total of 1,362 posts (1,180 continuing posts, taking into account the proposed abolishment of 18 posts, transfer to the United Nations Logistics Base at Brindisi, Italy (UNLB) of 27 posts and transfer from UNLB of 5 posts; 182 new posts, including 62 general temporary assistance positions converted to posts).

Financial resources

(Thousands of United States dollars. Budget period is from 1 July to 30 June.)

Category	*Expenditures (2007/08)*	*Apportionment (2008/09)*	*Cost estimates (2009/10)*	*Variance*	
				Amount	*Percentage*
	(1)	*(2)*	*(3)*	*(4)=(3)-(2)*	*(5)=(4)÷(2)*
I. Post resources	139 744.1	174 928.7	210 225.4	35 296.7	20.2
II. Non-post resources					
General temporary assistance	17 709.5	17 971.1	16 546.0	(1 425.1)	(7.9)
Consultants	4 219.3	6 811.6	6 562.1	(249.5)	(3.7)
Official travel	1 213.0	13 800.9	17 457.0	3 656.1	26.5
Facilities and infrastructure	19 377.6	25 060.5	26 228.3	1 167.8	4.7
Communications	2 132.9	2 971.7	2 919.3	(52.4)	(1.8)
Information technology	18 478.5	27 738.7	31 060.3	3 321.6	12.0
Medical	314.7	116.1	203.5	87.4	75.3
Other supplies, services and equipment	9 261.1	13 002.6	13 245.2	242.6	1.9
Subtotal II	**82 706.6**	**107 473.2**	**114 221.7**	**6 748.5**	**6.3**
Total I and II	**222 450.7**	**282 401.9**	**324 447.1**	**42 045.2**	**14.9**
Staff assessment income	22 064.2	26 221.2	30 111.1	3 889.9	14.8
Net requirements	**200 386.5**	**256 180.7**	**294 336.0**	**38 155.3**	**14.9**

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Human resources

Category	*2008/09*	*2009/10*	*Change*
Professional and above			
Under-Secretary-General	—	—	—
Assistant Secretary-General	—	—	—
D-2	8	8	—
D-1	23	25	2
P-5	105	117	12
P-4	375	408	33
P-3	277	328	51
P-2/P-1	28	31	3
Subtotal	**816**	**917**	**101**
General Service			
Principal level	28	35	7
Other level	349	386	37
National staff	12	6	(6)
Field Service	12	12	—
Security Service	3	6	3
Subtotal	**404**	**445**	**41**
Total	**1 220**	**1 362**	**142**

The action to be taken by the General Assembly is set out in section VI of the present report.

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Abbreviations*

ACABQ	Advisory Committee on Administrative and Budgetary Questions
AMIS	African Union Mission in the Sudan
AMISOM	African Union Mission in Somalia
AU	African Union
BINUB	United Nations Integrated Office in Burundi
BONUCA	United Nations Peacebuilding Support Office in the Central African Republic
CIT	Communications and information technology
CLVAS	Criminal Law and Judicial Advisory Service
CRM	customer relationship management
DDR	disarmament, demobilization and reintegration
DFS	Department of Field Support
DM	Department of Management
DPA	Department of Political Affairs
DPI	Department of Public Information
DPKO	Department of Peacekeeping Operations
DSS	Department of Safety and Security
EBA	enterprise budgeting application
ECA	Economic Commission for Africa
ECCAS	Economic Community of Central African States
ECM	enterprise content management
ECOWAS	Economic Community of West African States
EOSG	Executive Office of the Secretary-General
ePAS	electronic performance appraisal system
ERP	enterprise resource planning
ESCAP	Economic and Social Commission for Asia and the Pacific
EU	European Union
EUFOR	European Union Force
EUROPOL	European Police Office
FS	Field Service
GLD	General Legal Division
GS	General Service

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* Owing to the length of the present report and the amount of technical detail provided, the list includes a number of abbreviations not normally used in United Nations documents.

GS (OL)	General Service (Other level)
GS (PL)	General Service (Principal level)
HCC	Headquarters Committee on Contracts
ICAO	International Civil Aviation Organization
ICSC	International Civil Service Commission
ICT	information and communications technology
ICTD	Information and Communications Technology Division
IT	information technology
ITSD	Information Technology Services Division
IMIS	Integrated Management Information System
INTERPOL	International Criminal Police Organization
IPSAS	International Public Sector Accounting Standards
LAN	local area network
LCC	local committee on contracts
MINURCAT	United Nations Mission in the Central African Republic and Chad
MINURSO	United Nations Mission for the Referendum in Western Sahara
MINUSTAH	United Nations Stabilization Mission in Haiti
MINUTAC	United Nations Mission in Chad and the Central African Republic
MONUA	United Nations Observer Mission in Angola
MONUC	United Nations Organization Mission in the Democratic Republic of the C
NATO	North Atlantic Treaty Organization
OCSS	Office of Central Support Services
OHRM	Office of Human Resources Management
OICT	Office of Information and Communications Technology
OIOS	Office of Internal Oversight Services
OLA	Office of Legal Affairs
OLC	Office of the Legal Counsel
OMA	Office of the Military Adviser
OMB	Office of the United Nations Ombudsman
ONUB	United Nations Operation in Burundi
OPICS	Operations Processing Integrated Control System
OPPBA	Office of Programme Planning, Budget and Accounts
OUSG	Office of the Under-Secretary-General
SDS	strategic deployment stocks

SMART	Senior Mission Administrative Resource Training
SPC	Standing Police Capacity
SSR	security sector reform
SWIFT	Society for Worldwide Interbank Financial Telecommunication
UNAMA	United Nations Assistance Mission in Afghanistan
UNAMI	United Nations Assistance Mission for Iraq
UNAMID	African Union-United Nations Hybrid Operation in Darfur
UNAMSIL	United Nations Mission in Sierra Leone
UNDOF	United Nations Disengagement Observer Force
UNDP	United Nations Development Programme
UNFICYP	United Nations Peacekeeping Force in Cyprus
UNIFIL	United Nations Interim Force in Lebanon
UNIIIC	United Nations International Independent Investigation Committee
UNIOSIL	United Nations Integrated Office in Sierra Leone
UNIPSIL	United Nations Integrated Peacebuilding Office in Sierra Leone
UNLB	United Nations Logistics Base at Brindisi, Italy
UNMEE	United Nations Mission in Ethiopia and Eritrea
UNMIK	United Nations Interim Administration Mission in Kosovo
UNMIL	United Nations Mission in Liberia
UNMIN	United Nations Mission in Nepal
UNMIS	United Nations Mission in the Sudan
UNMIT	United Nations Integrated Mission in Timor-Leste
UNMOGIP	United Nations Military Observer Group in India and Pakistan
UNOCI	United Nations Operation in Côte d'Ivoire
UNODC	United Nations Office on Drugs and Crime
UNOGBIS	United Nations Peacebuilding Support Office in Guinea-Bissau
UNOMIG	United Nations Observer Mission in Georgia
UNOTIL	United Nations Office in Timor-Leste
UNPOS	United Nations Political Office for Somalia
UNSAS	United Nations Standby Arrangements System
UNSCO	Office of the United Nations Special Coordinator for the Middle East Peace Process
UNTSO	United Nations Truce Supervision Organization

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I. Introduction

A. Level of peacekeeping resources and the support account

1. The United Nations has experienced a sustained, extraordinary period of growth in peacekeeping in the field, with the number of the deployed military, United Nations police and civilian personnel reaching an all-time high. Given the evolving requirements of field missions, supporting a field presence of this magnitude presents a challenge for the Secretariat departments and offices funded from the support account for peacekeeping operations.

2. Table 1 below demonstrates the magnitude of the increase in the scope of peacekeeping activities over the last five budget periods (2004/05 to 2008/09). The number of military and police personnel in United Nations peacekeeping operations has grown from 67,700 in 2004/05 to 117,000 in 2008/09, representing a 40 per cent increase, with a 60 per cent increase in peacekeeping civilian staff deployed in the field, from 12,200 in 2004/05 to 28,600 in 2008/09. The range of peacekeeping activities continues to broaden in scope, dimension and complexity owing to the establishment of large, complex and multidimensional new missions in Darfur (UNAMID) and in the Central African Republic and Chad (MINURCAT). Both operations are deployed in central Africa, with extended supply lines and in inhospitable terrain, require extensive collaboration and involve shared responsibilities with AU.

3. Compared to the 2004/05 period, the level of the total peacekeeping budget in 2009/10 is expected to almost double, from $4.2 billion to $8.2 billion (including UNLB and the support account), although the number of active peacekeeping missions in 2008/09 compared to 2004/05 increased by two missions only, to 17 missions (including UNTSO and UNMOGIP). The number of special political and peacebuilding missions has also increased, from 15 in 2004/05 to 17 in 2008/09, and currently includes such complex operations as UNAMA, UNAMI and UNMIN.

4. With the sustained growth in United Nations peacekeeping, DPKO and DFS currently manage 20 field missions comprising over 145,000 military, police and civilian personnel and a United Nations logistical support package to AMISOM. DFS provides administrative and logistical support to an additional 16 other field-based presences.

5. With additional resources provided by the General Assembly for the support account over the past five years, the support account has grown from 761 posts and an approved budget of $121.6 million in 2004/05 to 1,122 posts and an approved budget of $282.4 million in 2008/09. The proposal for the 2009/10 period includes a staffing establishment of 1,362 posts and the resource level of $324,447,100. As shown in table 2 below, the growth in support account requirements as a percentage of total and projected (2009/10 period) resources for peacekeeping operations, including UNLB, remained at approximately 4 per cent and is broadly commensurate with the growth in peacekeeping activities and the resulting support requirements.

6. Security Council resolutions 1843 (2008) and 1856 (2008) expanding the military and police strength of MONUC, resolution 1861 (2009) in respect of the transfer of authority from EUFOR to MINURCAT and the Council's intention to establish a United Nations peacekeeping operation in Somalia will present a

considerable challenge to the ability of Headquarters to provide effective and efficient substantive, administrative and logistical support to peacekeeping operations during the 2009/10 period.

7. In its resolutions 1843 (2008) and 1856 (2008), the Security Council authorized the temporary increase, until 31 December 2009, of the military and formed police strength of MONUC by up to 3,175 personnel, for a total of up to 19,815 military personnel, 760 military observers, 391 police personnel and 1,050 personnel of formed police units. Subsequently, in its resolution 1861 (2009), the Council authorized the deployment of a military component of MINURCAT comprising 5,200 military personnel to follow up EUFOR in both the Central African Republic and Chad, and decided that the transfer of authority between EUFOR and the military component of MINURCAT would take place on 15 March 2009. That transfer has taken place, with a context of extremely exacting logistical challenges.

8. Furthermore, by its resolution 1863 (2009), the Security Council expressed its intent to establish a United Nations peacekeeping operation in Somalia as a follow-on force to AMISOM, subject to its further decision by 1 June 2009. Under the same resolution, the Council requested the Secretary-General to provide a United Nations logistical support package to AMISOM.

9. The expansion of MONUC, the deployment of a United Nations military component to MINURCAT and the transfer of authority from EUFOR to the United Nations, the expressed intention by the Security Council to establish a United Nations peacekeeping operation in Somalia, as well as the continuing deployment of UNAMID, the largest and most challenging peacekeeping operation the United Nations has undertaken to date, far outweigh the diminished Headquarters support requirements resulting from the end of the UNMEE mandate (Council resolution 1827 (2008)), the downsizing of UNMIN (Council resolution 1864 (2009)) and the reconfiguration of UNMIK in connection with the deployment to Kosovo in December 2008 of a European Union Rule of Law Mission in Kosovo (EULEX). Accordingly, the proposed 2009/10 support account budget includes proposals for additional resources required to address the challenges posed by the sustained growth in the scale, scope and complexity of peacekeeping, as summarized in section I.B of the present report.

10. Further information on the progress achieved in the implementation of General Assembly resolution 61/279 on strengthening the capacity of the United Nations to manage and sustain peacekeeping operations, and on challenges that lie ahead is contained in the report of the Secretary-General (A/63/702) submitted to the Assembly in compliance with requests contained in its resolutions 61/279 and 62/250.

11. The support account resource requirements of DPKO and DFS for the 2009/10 period reflect the following initiatives aimed at further strengthening support to peacekeeping operations:

(a) Implementation of the information management strategy in order to better inform Member States and the general public, and to increase the scope of support to public information components in peacekeeping operations;

(b) Implementation of the integrated mission planning process, supported by training programmes to assist integrated peacekeeping missions in the establishment of integrated mission plans and the integrated strategic framework;

(c) Implementation of a new peacekeeping training strategy through multidisciplinary training programmes tailored for the specific needs of peacekeeping personnel, including senior mission staff, in particular the senior management administrative and resource training programme;

(d) Strengthening the operational support in field finance and budget areas, including in the formulation of budget and performance reports through the deployment of Abacus teams and implementation of a programme for an advanced compendium of trainees to assist peacekeeping missions in the recruitment of qualified entry-level finance and budget personnel;

(e) Implementation of human resources action plans in field missions, expansion of outreach activities and development of effective rosters of qualified candidates in 22 occupational groups in order to assist peacekeeping operations in the recruitment of qualified personnel for field positions;

(f) Implementation of information technology initiatives to enhance support to field missions through the following projects: field expertise location and secure communications support; field mission operational activity tracking; peace operations partner and contact management; field personnel development and training support; management of DPKO and DFS institutional information; strategic management of peacekeeping operations; international boundary evidence database;

(g) Implementation of an environmental action plan to mitigate the impact of field missions' operational activities on the environment; enhanced support to troop and formed police-contributing countries in the management of contingent-owned equipment deployed in the field; improved management of the strategic deployment stocks, medical, surface transport and engineering assets, rations and fuel; development and implementation of a fuel quality assurance programme; development of benchmarks in property management and introduction of the "best-in-class" business model on property management in peacekeeping missions; increased support to field missions in the management of airfields and air terminal services.

12. Further information on the initiatives undertaken by DPKO and DFS is provided in the overview report on the financing of peacekeeping operations (A/63/696).

13. Support account resource requirements of the Department of Management will provide additional capacity for the Department to implement the following initiatives:

(a) Implementation of the business process improvement initiative through the application of the Lean Six Sigma business process improvement methodology in 10 business process improvement projects and support to the institutionalizing of capacity for continuous business process review improvements through training programmes;

(b) Further strengthening of the procurement function in order to expand vendor rosters from developing countries and countries with economies in transition, and to expand training of peacekeeping procurement staff;

(c) Further strengthening of the capacity of OPPBA to ensure the timely processing of accounting transactions and progress in the development of new accounting policies and training programmes in preparation for the implementation of IPSAS; improvement of health and life insurance services to peacekeeping personnel, and improvement of the management of investments and banking services;

(d) Implementation of, and support for the talent management system, establishment of a centre of excellence to support recruitment processes in the context of the talent management system, further expansion of outreach activities, recruitment of personnel for, and provision of policy advice on human resources management issues to DPKO and DFS and to peacekeeping missions;

(e) Implementation of phase 1 of a content management system to streamline processes for human resources document management.

14. Support account requirements of OIOS reflect the phased restructuring of the Investigation Division based on proposals contained in the annex to the report of the Secretary-General on strengthening investigations (A/62/582 and Corr.1) and taking into account the recommendations of ACABQ in its report (A/62/7/Add.35), as well as the comments of the Independent Audit Advisory Committee in its report (A/62/814/Add.1). In addition, the proposed budget for OIOS includes resource requirements for the strengthening of the evaluation function (Inspection and Evaluation Division) and for the strengthening of audit teams in MINURCAT and UNMIL (Internal Audit Division).

15. The proposed 2009/10 support account budget for the Office of Information and Communications Technology includes initiatives and related resource requirements for the implementation of the rations, fuel management, enterprise identity management, enterprise content management, and customer relationship management systems in support of peacekeeping operations.

16. The proposed 2009/10 support account budget for OLA would provide for the further strengthening of the Office of the Under-Secretary-General, the Legal Counsel and the General Legal Division to strengthen their capacity to cope with the continuing significant increase in the number and complexity of demands for legal advice and assistance arising from peacekeeping activities, including complex procurement contractual arrangements and institutional arrangements with the partner organizations (AU and EU).

17. The requested strengthening of DSS will enable it to expand its training programmes in support of peacekeeping operations, in particular the training of close protection personnel for peacekeeping missions.

18. During the 2009/10 period, the Ethics Office would target the achievement of 100 per cent compliance of peacekeeping staff with a requirement to file financial disclosure or declaration of interest statements and would implement customized ethics-related training courses and workshops for peacekeeping staff at Headquarters and in the field.

19. The proposed 2009/10 support account budget for the Office of the United Nations Ombudsman would allow the Office to address and resolve employment-related disputes, as well as to analyse and identify systemic issues in peacekeeping operations.

Table 1

Overview of financial and human resources for peacekeeping operations from 2000 to 2010

(Millions of United States dollars)

	2000/01 Brahimi I	*2001/02 Brahimi II*	*2002/03*	*2003/04*	*2004/05*	*2005/06*	*2006/07*	*2007/08*	*2008/09*[a]	*2009/10 (projected)*
Budget levels										
Peacekeeping missions	2 566.3	2 674.5	2 502.2	2 690.0	4 277.3	4 838.9	5 174.6	6 499.8	6 702.5	7 814.7
UNLB	9.3	8.9	14.3	22.2	28.4	31.5	35.5	40.4	45.8	65.5
Support account	59.9	89.7	100.9	112.1	121.6	146.9	189.0	230.5	282.4[a]	324.4
Strategic deployment stocks	—	—	141.5	—	—	—	—	—	—	—
Total	**2 635.5**	**2 773.1**	**2 758.9**	**2 824.3**	**4 427.3**	**5 017.3**	**5 399.1**	**6 770.7**	**7 030.7**	**8 204.6**
Number of missions										
Peacekeeping missions	16	14	14	16	15	17	16	17	17	16
Special political missions	8	10	12	11	15	16	17	17	17	16
Number of personnel										
Military and police personnel authorized by the Security Council	38 500	47 883	44 743	56 249	67 751	73 221	84 737	113 128	117 020	115 700
Support account posts	562	687	702	743	761	831	819	1 122	1 220	1 362

[a] Includes funds approved for the enterprise resource planning project and new primary data centre on the North Lawn, in the amount of $8,479,100, effective 1 January 2009, pursuant to General Assembly resolution 63/262.

Table 2

Support account and budget levels for peacekeeping operations from 2000 to 2010

(Millions of United States dollars)

	2000/01 Brahimi I	*2001/02 Brahimi II*	*2002/03*	*2003/04*	*2004/05*	*2005/06*	*2006/07*	*2007/08*	*2008/09*	*2009/10 (projected)*
Budget levels										
Peacekeeping missions and UNLB	2 575.6	2 683.4	2 516.5	2 712.2	4 305.7	4 870.4	5 210.1	6 540.2	6 748.3	7 880.2
Support account	59.9	89.7	100.9	112.1	121.6	146.9	189.0	230.5	282.4[a]	324.4
Support account as a percentage of peacekeeping missions and UNLB budgets	**2.3**	**3.3**	**4.0**	**4.1**	**2.8**	**3.0**	**3.6**	**3.5**	**4.2**	**4.1**

[a] In accordance with paragraph 12 of General Assembly resolution 58/298.

B. Analysis of resource requirements

20. The proposed support account budget for the 2009/10 period amounts to $324.4 million, representing a 14.7 per cent increase compared to the approved 2008/09 support account resources of $282.4 million.

21. Pursuant to the establishment by the General Assembly, in its resolution 63/262, of the Office of Information and Communications Technology and the transfer, effective 1 January 2009, of the support account staffing and information technology resources to the Office, resource requirements of the Office for the 2009/10 period have been included in the support account budget.

22. In accordance with General Assembly resolution 62/228 on the administration of justice at the United Nations, the proposed budget includes resource requirements related to the peacekeeping share of the costs of the new system of administration of justice. The proposed budget also includes requirements related to the projected after-service health insurance costs of the current peacekeeping retirees for the 2009/10 period.

23. Pending consideration by the General Assembly, at the main part of its sixty-fourth session, of the report of the Secretary-General on the enterprise resource planning project requested by the Assembly in its resolution 63/262, the proposed 2009/10 budget does not include provisions related to the project. At the same time, the budget includes provisions for the ongoing development of enterprise information technology projects commenced during the 2008/09 period.

24. The increase of $42,045,200 in the proposed level of the support account requirements for the 2009/10 period, representing a 14.9 per cent increase over resources approved for the 2008/09 period, is attributable mainly to the proposed establishment of 182 new posts, including the conversion to posts on a cost-neutral basis of 62 general temporary assistance positions approved for 2008/09, combined with the increase in standard salary costs and the application of a 7.0 per cent and 5.2 per cent vacancy rate to all continuing posts approved for 2008/09, as opposed to the 50 per cent delayed recruitment factor applied to the new posts approved for 2008/09. The increase under the post requirements amounts to $35,296,700, representing a 20.2 per cent increase over the approved support account post resources for 2008/09 and accounts for 83.9 per cent of the total proposed increase in support account requirements for 2009/10.

25. With regard to non-post resources, the net increase of $6,748,500 represents an increase of 6.3 per cent over the approved 2008/09 support account non-post resources and is attributable to increased requirements under the official travel, facilities and infrastructure, information technology, medical and other supplies, services and equipment classes of expenditure, offset in part by reduced requirements under the general temporary assistance, consultants and communications classes of expenditure. The net increase under non-post requirements accounts for 16.1 per cent of the total proposed increase in support account requirements for 2009/10.

26. The increase under the travel class of expenditure ($3,656,100, 26.5 per cent) is due to increased requirements for travel by Headquarters staff in all departments and offices in support of peacekeeping operations, including needs assessment, provision of advice and evaluation of substantive and support activities, consultations, and technical and logistical support in all support areas, as well as to the training of peacekeeping personnel and increased travel requirements of OIOS owing to the investigators' travel to peacekeeping missions from the three regional hubs (New York, Nairobi and Vienna), following the proposed reorganization of the Investigation Division.

27. Increased requirements under the facilities and infrastructure class of expenditure ($1,167,800, 4.7 per cent) are attributable primarily to the proposed establishment of additional posts necessitating additional provisions for office space, offset by the decreased standard rental costs.

28. Increased requirements under the information technology class of expenditure ($3,321,600, 12.0 per cent) are attributable primarily to provisions made for the newly established OICT and implementation of new information technology projects by the Information and Communications Technology Division of DFS.

29. Increased requirements under the medical class of expenditure ($87,400, 75.3 per cent) are attributable to the increased cost of malaria prophylactics medicines included in the medical kits for staff travelling to peacekeeping missions.

30. The increase in requirements under the other supplies, services and equipment class of expenditure ($242,600, 1.9 per cent) is attributable mainly to the provisions made for the proposed new posts, offset by the decreased provisions for the peacekeeping share of the administration of justice costs.

31. The projected additional requirements are offset by reduced provisions for general temporary assistance owing to the proposed conversion to posts of general temporary assistance positions approved for the 2008/09 period for the Investigation Division of OIOS, DM, DPKO and DSS ($1,425,100, 7.9 per cent), as well as by reduced requirements for consultants ($249,500, 3.7 per cent) and communications ($52,400, 1.8 per cent).

C. Impact of applying projected vacancy rates used for continuing posts on the costing of the proposed new posts

32. Pursuant to General Assembly resolution 62/250, the 2009/10 support account budget includes details of the full annual costs of the proposed additional posts for the subsequent budget, with the application of the projected 2009/10 vacancy rates of 7.0 per cent for the Professional category of staff and 5.2 per cent for the General Service category of staff. As indicated in the table below, the establishment of the proposed additional posts, where applicable, would result in additional resource requirements for 2009/10 in the amount of $13,787,900.

(Thousands of United States dollars)

	Proposed Budget 2009/10	*Full Cost*	*Variance*	
			Amount	*Percentage*
Category	*(1)*	*(2)*	*(3)=(2)-(1)*	*(5)=(3)÷(2)*
Department of Peacekeeping Operations	76 635.2	79 285.4	2 650.2	3.3
Department of Field Support	67 707.5	69 146.6	1 439.1	2.1
Department of Management	35 310.3	43 142.5	7 832.2	18.2
Office of Internal Oversight Services	19 221.9	19 930.4	708.5	3.6
Executive Office of the Secretary-General	941.8	941.8	—	—
Office of the United Nations Ombudsman	1 307.3	1 542.2	234.9	15.2
Ethics Office[a]	—	—	—	—

	Proposed Budget 2009/10	Full Cost	Variance	
			Amount	Percentage
Category	(1)	(2)	(3)=(2)-(1)	(5)=(3)÷(2)
Office of Legal Affairs	2 828.9	3 129.6	300.7	9.6
Department of Public Information	637.5	637.5	—	—
Department of Safety and Security	3 373.8	3 695.4	321.6	8.7
Office of Information and Communications Technology	2 261.2	2 561.9	300.7	11.7
Total	**210 225.4**	**224 013.3**	**13 787.9**	**6.2**

[a] General temporary assistance positions only.

D. Analysis of consultancy requirements

33. The table below reflects the budgetary levels for consultants from 2004/05 to 2009/10. All requirements for consultants have been carefully analysed and reviewed case-by-case, based primarily on (a) whether the study/review/report has been mandated by a legislative body, (b) whether the study/review/report has been recommended by OIOS and/or the Board of Auditors, (c) whether the requirement and the related output are associated with the results-based-budgeting framework, and (d) cases where in-house expertise is not available, in particular with regard to information technology expertise.

34. The proposed support account consultancy provisions for 2009/10 reflect requirements for specialized expertise which cannot be accommodated in-house. While the vast majority of consultancy requirements are related to the new projects in the areas of high-level management expertise, information technology, procurement, development and conduct of specialized training programmes, as well as reflect responses to the General Assembly requests and observations and recommendations of the Board of Auditors and OIOS, the proposed budget also reflects requirements for the ongoing projects for which consultancies have been approved for 2008/09. The engagement of consultants does not circumvent the established criteria and procedures for selecting staff.

Budgetary provision under consultants

(Thousands of United States dollars)

	2004/05 approved	2005/06 approved	2006/07 approved	2007/08 approved	2008/09 approved	2009/10 proposed	Six-year average
Consultancies	1 441	1 768	4 666	4 711	6 812	6 562	4 327
Increase/decrease (percentage)	—	22.7	163.9	1.0	44.6	(3.7)	45.7
Support account total	121 610	146 935	189 017	230 510	273 922	324 447	214 407
Increase (percentage)	—	20.8	28.6	34.6	18.8	18.4	24.2
Consultancies as a percentage of the support account	1.2	1.2	2.5	2.2	2.5	2.0	1.9

35. Provisions for consultants have been made for the following departments:

(a) DPKO and DFS, for the review of substantive peacekeeping areas to improve effective management of peacekeeping operations, including comprehensive mission assessment and evaluation, and recommendations on remedial actions; engagement of subject matter experts and specialist trainers to develop training products on substantive areas of peacekeeping operations and conduct pilot training courses; implementation of national rule of law indicators; provision of expert advice on fuel management best practices and improvement of business practices and systems in fuel management; provision of assistance in the development of technical specifications to incorporate best industry standards and practices for 16 global vehicle system contracts; assessment of the establishment of worldwide aviation ground handling and support agreement with service providers; enhancement of the contingent-owned equipment reporting system; engagement of external expertise to assist in the determination of requirements and selection of software for the air transport management system; digitization of 5,500 peacekeeping staff official status files; technical support and enhancement of the Nucleus system;

(b) DM, for the engagement of experts in the Lean Six Sigma methodology to allow coaching, mentoring and instruction of staff members to implement up to 10 new process improvement projects; enhancements to the e-HCC system, creating an electronic bridge between Headquarters and peacekeeping field missions for the processing of procurement awards; upgrade and support of the critical OPPBA information technology systems (OPICS, NOVA); development of performance indicators and the methodology for the periodic independent assessments and evaluations of vendors' and requisitioners' satisfaction with the procurement process; review and validation of air charter solicitation documents, source selection plans and evaluation criteria in complex air charter contracts; provision of expert support in the review of complex rations contracts; engagement of expertise in the procurement of sea charter services, rations and fuel; cataloguing and digitization of 3,000 linear feet of peacekeeping archives; provision of expert advice on banking agreements with the banks providing services in peacekeeping missions; conduct of the United Nations comprehensive salary survey; provision of support for talent management application and integration of Medical Services Division systems with the talent management application; further development of the human resources data warehouse, the My HR Online site and the Human Resources eHandbook; provision of support in the development of IPSAS-related policies and procedures; and IPSAS-related training for peacekeeping staff;

(c) OIOS, for short-term engagement of experts in financial auditing and handwriting analysis; conduct of two in-depth programme evaluations and one thematic evaluation of peacekeeping missions; audit of freight forwarding contracts; conduct of the technical testing component of the audit of enterprise resource planning implementation; conduct of the technical security testing of the network infrastructure in one peacekeeping mission; conduct of the investigators training programme;

(d) OLA, for the services of outside legal counsel, to provide legal advice regarding specialized areas of law or for appearances in local jurisdictions or for local legal practice areas (for example, property transactions) for which OLA attorneys are otherwise unauthorized to practice;

(e) DPI, for training of public information personnel selected for possible rapid redeployment to peacekeeping operations in the areas of media relations, policy coordination with partners and operational and logistical planning.

E. Results-based-budgeting framework

36. The principles of results-based-budgeting framework, using a logical framework that defines and links objectives, expected accomplishments, indicators of achievement, outputs and inputs, have been applied.

F. Budget parameters

Posts

37. Standard salary costs established by OPPBA for New York have been applied to all posts at United Nations Headquarters and the standard salary costs for Vienna and Nairobi have been applied to posts at the regional investigation hubs at those headquarters. The computation of requirements for all continuing posts reflects the application of projected vacancy rates of 7 per cent and 5.2 per cent, respectively, for all Professional and General Service category posts, which are based on the average actual vacancy rates over the past three periods, and 50 per cent and 35 per cent, respectively, for the proposed new Professional and General Service category posts, unchanged from the prior period. With regard to the Resident Auditor posts in peacekeeping missions in OIOS, the relevant mission-specific salary costs by category and grade level, and turnover factors based on past performance have been applied. Projected vacancy rates of 7 per cent and 5.2 per cent have been applied to the computation of requirements for general temporary assistance positions of 12 months' duration for all Professional and General Service category posts, respectively.

Non-post resources

38. Following the report of OIOS on the audit of the standard costs applied to Headquarters overhead (A/60/682), the Secretariat has reviewed the standard costs and has, to the extent possible, applied the revised rates in the formulation of the requirements under recurrent costs, such as rental of premises, office supplies and equipment, commercial communications costs (fax and telephone charges) and service-level agreements for information technology maintenance, and under non-recurrent costs, such as the purchase of furniture and office equipment, including computers and telephones, and alterations/improvements for newly proposed posts in the 2009/10 budget.

39. The annual rental rate of $14,300 per staff member has been applied to all proposed new posts at Headquarters, New York, based on the current market rate for commercial space. Rental of premises in Addis Ababa has been considered, based on the standards applied at the headquarters of ECA in Addis Ababa. No rental cost has been applied to the OIOS investigative hub in Nairobi; however, rental of premises has been considered and estimated for the investigative hub based in Vienna, as rent-free accommodation is no longer expected to be provided. In addition to the rental costs, alterations and improvements are budgeted at rates applied to

corresponding grade levels based on the estimation guide for standard common services costs in New York.

40. Provision for the maintenance of information technology equipment is based on the updated ITSD standard service level agreements A, B and C of, respectively, $2,160, $1,560 and $1,060 per staff member.

41. A standard desktop computer is provided for all new posts and, pursuant to General Assembly resolution 59/296 (sect. XXI, para. 6), the ratio of printers to desktop computers of 1:4 has been applied for all new staff as well as for the replacement of existing printers. Provision for the purchase of new desktop computers and laptops is based on the Communications and Information Technology Service's average costs, maintained from 2008/09, of $1,100 and $1,600 per unit, respectively, while a standard provision of $3,000 has been applied for network printers.

42. Commercial communications costs are budgeted at a standard rate of $1,400 per staff member and telephone/fax installation services at $300 per newly proposed staff member, based on past expenditure trends, as recommended by OIOS (A/60/682, para. 67). A one-time charge for standard equipment (telephone sets) is budgeted at a standard rate of $300 per newly proposed staff member. Updated standards for the provision for non-recurrent costs of alterations/improvements and communications equipment have been applied to all new posts.

43. Requirements for office supplies, rental of office equipment, furniture, communications services, supplies and equipment, information technology services and supplies and equipment for DPKO and DFS, as well as for DM, are shown at the overall departmental level.

G. Information on rejustification and reclassification of posts

44. The General Assembly, in paragraph 12 of its resolution 58/298, requested information with respect to posts that will have been vacant for at least 12 months by 30 June of a given year. No posts are projected to be vacant for 12 months as at 30 June 2009. Rejustification of posts resubmitted for Assembly approval is included under the justification of posts sections for each department, where applicable.

45. In paragraph 19 of its resolution 57/318, the General Assembly requested the Secretary-General to include in the next support account report information on details of reclassification upward and downward of posts, as well as the breakdown of appointments to posts reclassified upward, as between internal and external candidates, for the previous two years and annually thereafter.

46. The General Assembly approved one reclassification for 2008/09 in the Treasury (DM) (Treasury Assistant, General Service (Other level), to General Service (Principal level)). In the 2009/10 budget, one reclassification is proposed in the Treasury (Finance Officer, P-4 to P-5, Chief of the Banking Relations Section), one in the Peacekeeping Financing Division of OPPBA (Budget and Finance Officer, P-3 to P-4), one in the Logistics Support Division of DFS (Air Transport Officer, P-3 to P-4) and one in the Office of Operations of DPKO (Senior Political Affairs Officer, P-5 to D-1).

II. Evolution of the support account

47. In its resolution 62/250 on the support account for peacekeeping operations, the General Assembly reiterated its request contained in paragraph 13 of its resolution 60/268 and paragraph 32 of its resolution 61/279, and urged the Secretary-General to submit the comprehensive report on the evolution of the support account at the second part of its resumed sixty-third session within the context of his next budget proposal for the support account.

48. As indicated in the report of the Secretary-General on the work of the Organization (A/63/1), peacekeeping is a core function of the United Nations. In paragraph 49 of his report, the Secretary-General urged Member States to maintain a common purpose behind peacekeeping, which requires sustained political engagement with relevant parties so that there is a peace to keep, and the provision of necessary resources to ensure that United Nations peacekeeping can live up to the expectations of it held by those most vulnerable.

49. Recognizing the need for adequate support during all phases of peacekeeping operations, including the liquidation and termination phases, the General Assembly has been mindful that the level of the support account should broadly correspond to the mandate, number, size and complexity of peacekeeping missions. In this regard, as shown in tables 1 and 2 of the present report, while between the 2004/05 and the 2009/10 (projected) periods the level of the total peacekeeping budget is expected to almost double, from $4.2 billion to $8.2 billion, resources approved by the Assembly for the support account remained in step with the growth in peacekeeping, representing roughly 4 per cent of the total peacekeeping budgets.

50. The support account for peacekeeping operations was established by the General Assembly, effective 1 January 1990, in its resolution 45/258. It became operational on 1 May 1990 through the incorporation of resources relating to the overload posts that were funded from the separate budgets of the five peacekeeping operations that were financed at the time on an ad hoc basis outside the scope of the regular budget.

51. At the fiftieth session of the General Assembly, the Secretary-General, in his report on financing of the United Nations peacebuilding operations (A/50/876), proposed that the support account funding methodology be changed so that the Assembly would appropriate the Headquarters backstopping requirements for the 12-month period ending 30 June of the following year and Member States would be assessed on the same scale as that used for peacekeeping assessments. In its related report (A/50/897), ACABQ recommended approval of the Secretary-General's proposal and stated that the requirements would be prorated among the individual peacekeeping operations rather than appropriated and assessed separately. In its resolution 50/221 B, the Assembly approved, on a provisional basis, for the period from 1 July 1996 to 30 June 1997, the new support account funding mechanism, which remains in place to date.

52. Since the establishment of the support account for peacekeeping operations, the General Assembly has consistently addressed issues related to the provision of adequate support from Headquarters to peacekeeping operations deployed worldwide, taking into account the increased substantive, administrative, logistical and technical support requirements stemming from the significant growth in the complexity of peacekeeping operations mandates, in particular in connection with

the establishment of integrated missions, the significant growth in the number of military, police and civilian personnel deployed in the field and the significant logistical support challenges arising in recent years from the deployment of new peacekeeping operations to Africa (UNMIS, UNAMID and MINURCAT).

53. Most notably, the General Assembly provided additional support account resources in response to the recommendations of the Panel on United Nations Peace Operations (see A/55/305-S/2000/809) and the report of the Secretary-General on the implementation of the recommendations of the Special Committee on Peacekeeping Operations and the Panel on United Nations Peace Operations (A/55/977), as well as in the context of the restructuring of DPKO and the creation of DFS, approved by the Assembly in its resolution 61/279.

54. In response to the request made by the General Assembly in its resolution 62/250, the Secretariat commissioned a study on the evolution of the support account by external management consultants. The study took into account detailed analyses, stakeholder interviews and findings from the previous relevant studies, and sought to identify the key drivers of the historical growth in the support account budget, looking at five potential drivers, namely the increase in the scale of peacekeeping missions, the increasing complexity of environments in which missions are being deployed, a general broadening of mission mandates, an increase in the number and quality of services provided by the support account, as well as to identify opportunities for enhancing efficiencies in the management of support account activities. At the same time, the external consultants pointed out that many of the conclusions and recommendations would require considerable follow-on work to be fully actionable, that the study constitutes a retrospective analysis based on historical peacekeeping data and that the findings of the study hold true as long as the general trends of the past continue. The main conclusions of the study are summarized as follows.

55. The study concluded that the evolution of the support account can largely be explained by the growth in the scale of peacekeeping activities and the increasing political instability of the environments in which missions are operating (as measured by a World Bank worldwide governance indicator (political stability and absence of violence), which measures the perceptions of the likelihood that the Government will be destabilized or overthrown by unconstitutional or violent means, including domestic violence and terrorism), and that the remaining three drivers appear to be implicitly captured by the two main drivers.

56. For the purposes of the study, a statistical regression analysis was conducted to assess the growth of support account requirements from 1999/2000 to 2008/09. The results confirmed that about 97 per cent of the growth of the support account is attributable to changes in total mission personnel and mission complexity, as represented by the aforementioned World Bank worldwide governance political stability and absence of violence indicator. The study also pointed out that those results are significant in that they indicate that the support account requirements have followed a logical path and are fundamentally related to the scale and complexity of the missions.

57. In assessing the effectiveness and efficiency of the support account, the study pointed out that the broadening of the mission mandates, the increase in the number of cross-cutting mandates (women, peace and security, child protection and protection of civilians, to name a few) approved by the Security Council, as well as

the Secretary-General's reform initiatives (field safety and security, procurement, human resources management, information technology) approved by the General Assembly have resulted in the requirement for new functional capabilities and the corresponding increase in the breadth of substantive, administrative, logistical and technical support services provided to the field from Headquarters. The study also indicated that the efficiency and economy gains that can be made through the information technology advances, increased delegation of authority and business process improvements may best be utilized to meet the continuing demands on the support account.

58. Moreover, the study addressed issues related to resources supporting the volume and complexity of peacekeeping transactions. A workload analysis conducted by the external consultants indicates that there are more mission personnel currently supported by one support account post than pre-Brahimi 2000/01 levels. In addition, workloads are increasing as a trend across all support areas. Assuming that general trends of the past continue, an application of the regression analysis may serve as a predictor of the magnitude of support account requirements in dollar terms for the future financial periods.

59. With regard to the staffing model for the support account, the external consultants proposed the determination of staffing requirements based on the required core capacity constituting the majority of posts in the support account (multi-year, multimission, adjusted when new capacities, or enhancement of capacities are required), transactional (tied to missions or mission-related transactions driven by their volume, with the related support account staffing requirements regularly reviewed and adjusted according to workload indicators) and temporary (utilized and adjusted in response to the sudden increase in the volume of transactions). At the same time, the study pointed out that while the proposed staffing model can fine-tune the support account staffing requirements to sustain core capacities in line with changing mandates of peacekeeping missions and provide mission support commensurate with demand, the proposed approach is conceptual and would require further analysis defining, classifying and detailing current posts as core or transactional over a two to three-month time frame.

60. Given the short time frame of the study, the external consultants noted that the analyses conducted do not determine the appropriate staffing or budgeting levels for support to United Nations peacekeeping operations, as achieving such an objective would require an activity-based budgeting and costing analysis over the course of 6 to 12 months.

61. The Secretariat acknowledges the conclusion of the study that the evolution of the support account is correlated with the increased complexity of peacekeeping operations mandates and the significant increase in the deployment of peacekeeping personnel to the field. While there is merit in the conceptual staffing model proposed by the external consultants, it is recognized that its implementation would require further considerable effort to define and quantify the core, transactional and temporary support account staffing requirements for 22 occupational groups represented in the support account, which would require the engagement of independent external specialized management expertise. Should the General Assembly wish that the Secretariat undertake this study, the related resource requirements would be included in the proposed support account budget for 2010/11.

62. In this regard, the Secretariat considers that the current approach to the determination of the proposed support account staffing requirements is in compliance with General Assembly requests and recommendations of ACABQ endorsed by the Assembly. Accordingly, all proposed and continuing support account posts are being fully reviewed in terms of changing operational requirements, distribution of workload and actual responsibilities and functions performed. Justification of requests for additional posts is being made with reference to actual and expected workload drivers/statistics and requests for additional Headquarters capacity provide information on the existing capacity devoted to the function for which the additional capacity is requested to enable the Assembly to make fully informed decisions on the support account staffing requirements.

63. At the same time, taking into account the concerns expressed by ACABQ in its report on the support account for peacekeeping operations (A/62/855), as endorsed by the General Assembly in its resolution 62/250, the Secretariat will fully rejustify the totality of support account staffing requirements in the context of the proposed 2010/11 support account budget, for consideration by the Assembly.

III. Proposed staffing

Proposed staffing by Department/Office, 2009/10

		Proposed changes 2009/10				
Department/Office	*Approved 2008/09 staffing*	*Transfers out*	*Transfers in*	*New posts*	*Abolishment*	*Proposed 2009/10 staffing*
DPKO	425	(27)	5	47	—	450
DFS	424	—	—	22	—	446
DM	200	—	—	49	—	249
OIOS	109	—	—	49	(14)	144
EOSG	7	—	—	—	(2)	5
OMB	8	—	—	3	(2)	9
OLA	13	—	—	3	—	16
DPI	4	—	—	—	—	4
DSS	18	—	—	6	—	24
OICT	12	—	—	3	—	15
Total	**1 220**	**(27)**	**5**	**182**	**(18)**	**1 362**

Proposed new posts by Department/Office

	New posts			
Departments	*Professional and above*	*General Service*	*Total*	*Percentage of new posts to total posts*
DPKO	35	12	47	25.8
DFS	17	5	22	12.1
DM	33	16	49	26.9
OIOS	36	13	49	26.9
EOSG	—	—	—	—
OMB	2	1	3	1.6
OLA	3	—	3	1.6
DPI	—	—	—	—
DSS	3	3	6	3.5
OICT	3	—	3	1.6
Total	**132**	**50**	**182**	**100**

IV. Results-based-budgeting frameworks and analysis of resource requirements

A. Department of Peacekeeping Operations

1. Office of the Under-Secretary-General

(a) Results-based-budgeting framework

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Endorsement by the Special Committee on Peacekeeping Operations of recommendations of the Secretary-General on United Nations Peacekeeping

Outputs

Immediate Office of the Under-Secretary-General

- Report of the Secretary-General to the Special Committee on Peacekeeping Operations, substantive Secretariat support to the Special Committee and the Fourth Committee of the General Assembly, and briefings in response to all requests by the Special Committee and the Fourth Committee
- 45 briefings to the Security Council, the General Assembly and legislative bodies on developments in peacekeeping missions and on cross-cutting strategic, policy and structural issues related to peacekeeping
- 260 meetings with briefings to Member States, regional organizations and groups of friends/contact groups on all aspects of peacekeeping
- 12 visits to key troop- and police-contributing countries and other Member States to develop strategic partnerships and build common approaches to support United Nations peacekeeping

Public Affairs Unit

- Outreach activities targeting key policymakers, academics, military, civil society and non-governmental organizations
- Multimedia exhibition of peacekeeping operations at United Nations information centres in 3 major troop-contributing countries
- 2 documentaries on peacekeeping, including briefings to film-makers and logistical arrangements for travel to field missions
- Opinion editorials and letters to the editor in response to key articles on mission-critical issues
- Quarterly briefings to the United Nations press corps on progress and developments on major peacekeeping issues by DPKO and DFS senior management
- 6 media interviews organized on evolving areas of peacekeeping activity, including conduct and discipline, military, police, rule of law, security sector reform and protection of civilians
- Survey report on the views and opinions of target audiences in 3 troop-contributing countries, and 2 host countries to assist in the development of communications objectives and priority needs for DPKO and DFS

Situation Centre

- Immediate notifications to troop-contributing countries of all casualties among uniformed personnel serving
- 40 verbal and written briefings to troop-contributing countries on operational developments
- All Situation Centre briefing notes, flash reports and updates uploaded on the Joint Situation Centres portal shared with NATO and EU

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Public information components of United Nations peacekeeping operations, including specialist functions, are deployed within time requirements for establishing new peacekeeping operations

Outputs

Office of the Under-Secretary-General

- In collaboration with DPI and DFS, outreach strategy and implementation plan for the creation of new candidate pools for specialized public information functions in missions

Situation Centre

- Technical assessment missions, predeployment missions and/or mission start-up field visits to assess security conditions in 6 DPKO-led field missions

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 All complex peacekeeping operations have integrated communications strategies and implementation plans
	3.2 75 per cent of surveyed peacekeeping staff in field missions register an improvement in the awareness and accessibility of key peacekeeping information resources, the consistency and timeliness of information dissemination, and the handling and storage of sensitive information

Outputs

Immediate Office of the Under-Secretary-General

- 10 visits to peacekeeping missions to review progress and provide direction to mission leadership on issues related to the implementation of mission mandates
- 30 business processes improvement projects completed, using the Lean Six Sigma methodology
- Web-based training course developed and in-person training and outreach to all records management officers, assistants and focal points in all peacekeeping missions in the application and implementation of peacekeeping-specific records management tools and guidelines
- Standard template for field mission Intranet content developed, including mission-specific information and information useful to all peacekeeping staff
- Standardized process maps developed for core business processes in peacekeeping operations related to information collection and reporting
- Collaboration sites for document and task management developed and launched for 7 organizational units, giving priority to areas responsible for the integration of core peacekeeping activities
- Information management governance guidelines developed for field missions, including information management responsibilities within peacekeeping operations and compliance with organizational information management standards and policies
- Conduct of a survey among all peacekeeping staff to assess perceptions on improvements to information management resources, with emphasis on the peace operations Intranet and the peacekeeping electronic research package
- In close collaboration with DPI, technical assessment visits to all new missions and missions undergoing significant adjustments, as well as peacekeeping operations facing significant public information challenges
- In collaboration with DPI and DFS, review of communications responsibilities for supporting peacekeeping operations, including technical clearances for public information officers, asset procurement and the technical review and oversight of public information-related procurement contracts
- Communications plan to increase the media engagement of heads of peacekeeping missions and other senior mission personnel during visits to United Nations Headquarters
- In collaboration with DPI and DFS, conference of Chief Public Information Officers from all DPKO missions, held at United Nations Headquarters, to build capacity and expertise in order to address changing public information challenges faced by all field missions
- Heads of mission conference organized

Situation Centre

- Revised policy directives and associated implementation guidelines for Mission Joint Operations Centres/Joint Mission Analysis Centres
- Operations 24 hours a day, 7 days a week, by the Situation Centre as the information hub for peacekeeping operations, monitoring and reporting on developments in DPKO-led field missions and other areas of interest, including daily and ad hoc written reports and verbal briefings
- Activation by DPKO/DFS of the crisis response cell, key crisis response actors and enhanced communications in addressing crises
- Monthly reports on topical issues affecting the current situation and/or possible developments
- Weekly briefings to intergovernmental bodies with troop-contributing and police-contributing countries on the implementation of security policies jointly with DSS
- Bimonthly Inter-Agency Security Management Network meetings chaired by DSS to share information on security issues, including personnel

External factors

Member States will provide the necessary political support and resources to implement mission mandates, and peacekeeping partners will provide the necessary support

(b) Human resources requirements

Category	*2007/08*	*2008/09*	*Change*
Professional and above			
Under-Secretary-General	—	—	—
Assistant Secretary-General	—	—	—
D-2	1	1	—
D-1	2	2	—
P-5	5	5	—
P-4	9	9	—
P-3	20	20	—
P-2/P-1	4	4	—
Subtotal	**41**	**41**	**—**
General Service			
Principal level	2	2	—
Other level	23	25	2
Subtotal	**25**	**27**	**2**
Total	**66**	**68**	**2**

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2007/08) (1)	Apportionment (2008/09) (2)	Cost estimates (2009/10) (3)	Variance	
				Amount (4)=(3)-(2)	Percentage (5)=(4)÷(2)
I. Post resources	7 774.8	9 355.0	10 297.8	942.8	10.1
II. Non-post resources					
General temporary assistance	224.6	284.3	169.1	(115.2)	(40.5)
Consultants	—	102.0	—	(102.0)	(100.0)
Official travel	399.9	311.1	388.4	(77.3)	(24.8)
Other supplies, services and equipment	110.1	210.0	189.0	(21.0)	(10.0)
Subtotal II	**734.6**	**907.4**	**746.5**	**(294.9)**	**(28.3)**
Total I and II	**8 509.4**	**10 262.4**	**11 044.3**	**647.9**	**6.2**

(d) Justification of posts

Office of the Under-Secretary-General

Information Management Unit

Information Management Assistant (GS (OL))

64. In order to provide direct support to the Chief of the Information Management Unit and the Information Management Officers, it is proposed to establish a post of Information Management Assistant (General Service (Other level)). In its audit of the management structures of DPKO (A/61/743), OIOS recommended that the Office of the Under-Secretary-General take a more active role in the implementation of the/DFS information management strategy. Accordingly, the Chief of Staff now chairs the DPKO/DFS Information Management Committee to provide direction and leadership on information management issues, including business process reviews and the setting of priorities for information management solutions for peacekeeping operations. The Information Management Officers, under the supervision of the Chief of the Information Management Unit are responsible for (a) implementing the information management strategy, (b) establishing DPKO/DFS information management governance, (c) ensuring that information management activities are aligned with departmental and mission mandate objectives, (d) establishing priorities for information management initiatives for peacekeeping operations, and (e) providing secretariat support to the Information Management Committee.

65. The incumbent of the proposed post would assist and coordinate maintenance and user training and support of various DPKO/DFS information management databases, tools and resources developed in support of the DPKO/DFS information management strategy, as follows: (a) Intranet content maintenance and updating through coordination with, and support to the DPKO/DFS content owners in maintaining current and publishing new office and programme support content; (b) maintenance of peacekeeping policy and practice database (review and carry out quality control of the cataloguing of information on new guidance; upload new guidance to the database; generate monthly and ad hoc reports of database activity);

(c) maintenance of the database for the glossary of peacekeeping terms (conduct quality control of information added to ensure consistency of terminology and compliance with United Nations editorial guidelines; add new entries to include new terminology approved in the policy and guidance process); (d) support of the peacekeeping electronic research package (coordination with Dag Hammarskjöld Library of field users login profiles; provision of user support on database searching; provision of troubleshooting support to Headquarters and field users); (e) assistance with training on information management tools, including the integrated operating teams collaboration websites, and the file classification scheme; and (f) technical support of the information management resources, including the peace operations Intranet, Glossary of the peacekeeping terms and the peacekeeping electronic research package; and databases, including the policy and practice database and the peace agreements database.

Situation Centre

Research Assistant (GS (OL))

66. The Peacekeeping Situation Centre is an integral component of the Office of the Under-Secretary-General for Peacekeeping Operations. The Centre has collateral responsibilities to support and function as the Situation Centre for DFS. The Centre also provides an information conduit for other United Nations departments/offices and the DPKO-led field missions.

67. The Situation Centre is the information hub for peacekeeping operations, which is responsible for the monitoring of peacekeeping operations and other areas of interest 24 hours a day, 7 days a week, and provides situational awareness, routine and real-time incident reporting as well as communications support to senior managers at Headquarters and in the field. In addition, it reviews and researches developments in the field and provides assessments of political, operational and crisis/security developments and trends that may affect ongoing and future peacekeeping operations. The Centre liaises with international and regional organizations, including the Situation Centres of EU, NATO and AU. Furthermore, it monitors security developments in peacekeeping operations, in close cooperation with DSS, and facilitates crisis response by being responsible for the activation and operation of the DPKO/DFS crisis response mechanism.

68. The Situation Centre currently comprises 24 Professional and 4 General Service staff, as follows: Chief (D-1); Deputy Chief (P-5); Focal Point for Security (P-5); 4 Coordination Officers (P-4); 15 Operations Officers (at the P-3 and P-2 levels); 1 Liaison Officer (P-3); 1 Information Systems Officer (P-3); 2 Administrative Assistants (GS (OL)); 1 Operations Assistant and 1 Computer Systems Assistant (GS (OL)).

69. There is a requirement for the Situation Centre to focus more on in-depth research and analysis of specific developments in peacekeeping operations, through the Research and Liaison Unit, by drawing on a combination of open sources and on information provided by peacekeeping missions to prepare products, including background papers on emerging crises, and on analysis of forthcoming key events affecting a country or region. A Research Assistant would be required to enhance the effectiveness of the Unit. Under the supervision of the head of the Unit, the Research Assistant would be responsible for the provision of support to the Unit, such as researching relevant data, organizing data collection and data storage for

analysis and interpretation, maintenance of Unit databases, as well as contacts with in-house service providers, physical space planning and the identification of office technology needs and maintenance of equipment, software and systems. The Research Assistant would also provide support for the Unit's presentations to the troop-contributing countries and other actors.

(e) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
Posts	$10 297.8	$942.8	10.1%

70. The provision of $10,297,800 would cover salaries, common staff costs and staff assessment for the 66 continuing posts and 2 proposed new posts. The variance is attributable to increased standard costs and the proposed establishment of new posts, with the application of delayed recruitment factors of 7 per cent and 5.2 per cent to the computation of requirements for the continuing Professional and General Service category posts, respectively, and 50 per cent and 35 per cent for the proposed new Professional and General Service category posts, respectively. The application of the delayed recruitment factors used for the continuing Professional and General Service category posts to the computation of requirements for the proposed new posts would result in total resource requirements under the above heading in the amount of $10,355,400.

	Cost estimates	*Variance*	
General temporary assistance	$169.1	($115.2)	(40.5%)

Information Management Unit

71. Provision in the amount of $169,100 under the above heading would cover requirements for the establishment of a general temporary assistance position (P-3) in the Information Management Unit.

72. The Chief of Staff in the Office of the Under-Secretary-General has assumed responsibilities for the provision of direction and leadership on information management issues, including business process reviews and the setting of priorities for information management solutions for peacekeeping operations. The incumbent of the position would support the Chief of Staff, through the Chief of the Information Management Unit, in fulfilling his or her functions to address the information management requirements of DPKO, DFS and the new and expanding peacekeeping operations.

73. The responsibilities of the incumbent would include: (a) provision of support to the development and enhancement of the integrated operational teams' collaboration websites and development of standardized filing templates to simplify document and records management; (b) coordination with the Integrated Training Service of the Policy, Evaluation and Training Division on the use of the Intranet as a delivery mechanism for training materials, as identified in the strategic peacekeeping training needs assessment, as well as the peacekeeping electronic resource package and information management guidance to achieve availability of

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[1] Resource requirements are expressed in thousands of United States dollars.

mission-specific training materials through the Intranet, provision of an expanded standardized set of electronic news and research resources, and of information management guidance on organizational information handling and storage standards and policies; and (c) development of standardized Intranet templates for field missions to facilitate delivery and sharing of Headquarters and field mission information and provide efficient and consistent design and delivery of information to peacekeepers as well as capacity for in-mission specific dissemination of information (8 missions currently without the Intranet will be provided with assistance to design and develop mission-specific Intranet capacity to achieve full Intranet coverage in all DPKO-led missions by June 2010).

	Cost estimates	*Variance*	
Official travel	$388.4	$77.3	24.8%

74. The official travel requirements for the 2009/10 period are as follows.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Political consultation/ coordination (immediate Office of the Under-Secretary-General)	58 900	12 visits to key troop- and police-contributing countries and other Member States to develop strategic partnerships and build common approaches to support United Nations peacekeeping
Mission planning/assessment	74 300	10 visits to peacekeeping missions to review progress and provide direction to mission leadership on issues related to the implementation of mission mandates Technical assessment missions, predeployment missions and/or mission start-up field visits to assess security conditions in 6 DPKO-led field missions
Heads of mission conference (immediate Office of the Under-Secretary-General)	9 400	Heads of mission conference organized
Public affairs assessment visit (Public Affairs Unit)	54 500	Outreach activities targeting key policymakers, academics, military, civil society and non-governmental organizations
Seminars/conferences/workshops (Public Affairs Unit)	35 100	—
Political consultation (Situation Centre)	21 000	Bimonthly Inter-Agency Security Management Network meetings to share information on security issues, including personnel
Mission planning/assessment (Situation Centre)	28 000	Technical assessment missions, predeployment missions and/or mission start-up field visits to assess security conditions in 6 DPKO-led field missions
Technical support (Situation Centre)	107 200	Bimonthly Inter-Agency Security Management Network meetings to share information on security issues, including personnel

Type of travel	*Amount*	*Output reference*
		Technical assessment missions, predeployment missions and/or mission start-up field visits to assess security conditions in 6 DPKO-led field missions Revised policy directives and associated implementation guidelines for Mission Joint Operations Centres/Joint Mission Analysis Centres
Total	**388 400**	

75. For the immediate Office of the Under-Secretary-General for Peacekeeping Operations, an amount of $58,900 is proposed for the travel of the Under-Secretary-General and Political Affairs Officers to attend meetings and give briefings to Member States and regional organizations. In addition, an amount of $74,300 is required for the Under-Secretary-General to travel to missions and $9,400 is required for travel to participate in the heads of mission conference.

76. The amount of $54,500 would provide for the Public Affairs Officers to travel to developing countries, crucial for public outreach from a client-base and a force generation perspective. The provision of $35,100 would allow staff to attend conferences, seminars and workshops on public information organized by regional organizations on public information.

77. The amount of $21,000 would provide for staff of the Situation Centre to participate in the Situation Centres/Joint Operations Centres seminar and meetings at the EU Joint Research Centre to discuss the Situation Centre portal project, the Microsoft technical training conference, Civil Emergency Planning/Civil Military Cooperation and Multinational Crisis Management, the Inter-Agency Security Management Network Working Group meeting, the ESRI (geographic information systems and mapping) International User Conference and the Information Architecture Seminar.

78. The amount of $107,200 is proposed for the technical cooperation visit with EU and NATO/Supreme Headquarters of Allied Powers, Europe Situation Centre; the visit to AU headquarters jointly with the EU Situation Centre to evaluate proposals for upgrading the AU Situation Room; and visits to ECOWAS and ECCAS headquarters to discuss DPKO support to both organizations in the establishment of monitoring centres. In addition, $28,000 is required for predeployment travel and start-up assessment.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$189.0	($21.0)	(10.0%)

79. An amount of $189,000 is proposed for subscriptions to various magazines, books, journals and periodicals, online external advertising, results-based-budgeting framework poster kits, printing and the map scanning project.

2. Office of Operations

(a) Results-based-budgeting framework

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Security Council resolutions incorporate recommendations for establishing potential or adjusting existing peacekeeping operations

Outputs

- 45 multidimensional substantive reports of the Secretary-General to the Security Council
- 55 letters from the Secretary-General to the President of the Security Council
- 160 substantive notes for presentations of the Secretary-General and other senior officials to the Security Council
- 25 consultations with troop-contributing countries providing updates on political and operational developments in the 16 peacekeeping missions
- 40 oral briefings to the Security Council on peacekeeping issues, including updates on political and operational developments in the 16 peacekeeping missions
- 51 weekly briefing notes to the Security Council on peacekeeping operations
- Briefings, as requested, to the General Assembly and its bodies on political and operational developments in 16 peacekeeping missions
- Integrated advice to the permanent missions to the United Nations, United Nations agencies, the Bretton Woods institutions, international and regional governance and security organizations and non-governmental organizations on peacekeeping issues, including updates on political and operational developments in 16 peacekeeping missions

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Security Council substantive and time requirements for planning and establishing potential or adjusting existing peacekeeping operations are fulfilled

Outputs

- Development of integrated concepts of operations in line with Security Council mandates for all new peacekeeping operations and for existing operations requiring significant adjustments
- Integrated and/or issue-specific technical assessment missions and related reports for all new peacekeeping operations and those that require significant adjustments

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Development by the missions of mission plans in accordance with strategic guidance 3.2 Planning/implementation of 16 bilateral or multilateral field programmes in collaboration with peacekeeping partners

Outputs

- Provision of guidance to Special Representatives of the Secretary-General in 16 peacekeeping missions and 3 special political missions on strategic, policy, political and operational matters
- Bimonthly meetings of 12 coordinated task forces and working groups with internal and external partners for complex multidimensional peacekeeping operations, with emphasis on information-sharing and joint strategic planning and programming
- 2 training modules on the integrated mission planning process
- 2 workshops on integrated mission planning for a total of 55 mission planning officers and Office of Operations desk officers
- 1 workshop for heads of political affairs components in 16 peacekeeping operations to exchange experiences and lessons learned on the development and implementation of political strategies
- Provision of advice and operational support to AU on strengthening its capacity to plan, manage and sustain peacekeeping operations, including through the joint development of policy guidelines and operational concepts, as well as support to regional AU-led training events and workshops

External factors

Parties to the conflict cooperate and are willing to resolve their disputes peacefully. Peacekeeping partners provide the necessary support. The security environment permits the establishment or continuation of peacekeeping operations

(b) Human resources requirements

Category	*2008/09*	*2009/10*	*Change*
Professional and above			
Under-Secretary-General	—	—	—
Assistant Secretary-General	—	—	—
D-2	1	1	—
D-1	3	4	1
P-5	10	10	—
P-4	24	25	1
P-3	14	14	—
P-2/P-1	5	5	—
Subtotal	**57**	**59**	**2**
General Service and other			
Principal level	—	—	—
Other level	20	22	2
National staff	—	—	—
Field Service	—	—	—
Security Service	—	—	—
Subtotal	**20**	**22**	**2**
Total	**77**	**81**	**4**

(c) Financial resource requirements

(Thousands of United States dollars)

Category	*Expenditures (2007/08) (1)*	*Apportionment (2008/09) (2)*	*Cost estimates (2009/10) (3)*	*Variance*	
				Amount (4)=(3)-(2)	*Percentage (5)=(4)÷(2)*
I. Post resources	9 285.7	12 247.1	13 722.8	1 475.7	12.0
II. Non-post resources					
General temporary assistance	682.8	480.0	169.1	(310.9)	(64.8)
Official travel	1 142.7	1 067.0	1 197.0	130.0	12.2
Facilities and infrastructure	12.5	22.5	—	(22.5)	(100.0)
Communications	8.0	11.0	—	(11.0)	(100.0)
Other supplies, services and equipment	—	—	17.0	17.0	—
Subtotal II	**1 846.0**	**1 580.5**	**1 383.1**	**(197.4)**	**(12.5)**
Total I and II	**11 131.7**	**13 827.6**	**15 105.9**	**1 278.3**	**9.2**

(d) Justification of posts

Office of Operations

Asia and Middle East Division

Middle East team: Principal Officer (reclassification of post: P-5 to D-1)

80. In connection with the establishment in 2008 of two integrated operational teams in the Asia and Middle East Division, it is proposed to upgrade one post at the P-5 level to the D-1 level. Of the two integrated operational teams, one covers Asia and the other covers the Middle East and Western Sahara. The leadership of the Middle East and Western Sahara team was assumed by a Senior Political Affairs Officer at the P-5 level. Following the selection and recruitment of specialist officers to staff the integrated operational teams, the Middle East and Western Sahara team comprises nine additional Professional posts (4 P-5, 3 P-4, 2 P-3) and one General Service (Other level) post. At present, four specialist officers are shared with the Asia team.

81. The Middle East and Western Sahara integrated operational team comprises UNIFIL, UNDOF, UNTSO and MINURSO. In addition, one Political Affairs Officer monitors developments in UNAMI, as needed, for purposes of liaison with DPA. The team leader must, inter alia, manage and guide the work of all members of the team in providing political and cross-cutting operational support to peacekeeping operations, coordinate closely with DPA, which leads the peacemaking dossier for these regions, provide representation of DPKO and the team with all other internal partners (for example, EOSG, DFS, strategic military cell) and external partners (Member States, especially the Security Council, troop contributors and host Governments, and General Assembly budgetary bodies), and support the Director of the Asia and Middle East Division in the coordination of the Division's work and in fulfilling DPKO planning and policy requirements. As the Middle East and Western Sahara integrated operational team has taken firm shape, the supervisory responsibilities of the team leader have expanded substantially. The leader of that

team is currently performing the same scope and level of functions as the other integrated operational team leaders at the D-1 level.

82. In addition, since the end of 2008 there has been a dramatic increase in political, military and security volatility in the Middle East, requiring an intensification of coordination among DPKO, DPA, EOSG and other United Nations stakeholders to ensure a cohesive regional United Nations approach, and a concomitant intensification of support efforts from Headquarters to the missions, including crisis management. These developments added to the complexity of the political dynamics and operational challenges facing United Nations actors in the region and, accordingly, to the demands on the integrated operational team. In order to ensure optimal integration of the team efforts to support the Middle East and Western Sahara peacekeeping operations, and to provide political and operational oversight with appropriate authority, it is proposed to upgrade the integrated operational team leader post from the P-5 to the D-1 level.

Middle East Team: Administrative Assistant (GS (OL))

83. In order to support the Middle East team, which comprises seven staff and would otherwise be supported by only one administrative assistant, it is proposed to establish an additional Administrative Assistant post (General Service (Other level)). Moreover, the inclusion of integrated operational team functional expert staff in addition to the seven Middle East integrated operational team officers would necessarily increase the administrative and coordination functions required to adequately sustain the team.

African peacekeeping capacity (conversion of general temporary assistance positions (1 P-5, 1 P-4, 1 GS (OL)) to posts)

84. As indicated in the report of the Secretary-General (A/60/727), a dedicated DPKO interdisciplinary capacity, called the African Union Peacekeeping Support Team, was established to elaborate and implement a comprehensive programme of support to African peacekeeping capacities. Since its deployment in January 2007, the workload of the Team has increased significantly owing to the expansion of AU activities in response to immediate operational requirements for the planning and deployment of AU peace support missions in Burundi, the Central African Republic, Comoros, Darfur (AMIS) and Somalia (AMISOM), as well as the continued assistance to the development of the African Standby Force and AU long-term peacekeeping capacity-building efforts, both at the AU Commission and at the regional brigades headquarters. The African Union Peacekeeping Support Team is also coordinating various training programmes and workshops at the request of the AU Commission. In addition, the Team has facilitated the study of the AU structure and is providing support to the AU-United Nations panel established under Security Council resolution 1809 (2008) to look into the modalities of financing peacekeeping operations undertaken by regional organizations, in particular AU.

85. The African Union Peacekeeping Support Team component in New York consists of one Team Leader (P-5), one Coordination Officer (P-4) and one Administrative Assistant (GS (OL)) positions funded through general temporary assistance.

86. Considering the continuing and long-term requirement to support the African Union in the area of peacekeeping, including support for the implementation of the

recommendations of the AU-United Nations panel, it is proposed to convert one P-5 (Team Leader), one P-4 (Coordination Officer) and one General Service (Other level) (Administrative Assistant) general temporary assistance positions to posts.

(e) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
Posts	$13 722.8	$1 475.7	12.0%

87. The provision of $13,722,800 would cover salaries, common staff costs and staff assessment for the 77 continuing posts, 4 proposed general temporary assistance positions converted to posts and the upgrading of 1 post at the P-5 level to the D-1 level. The variance is attributable to increased standard costs and the proposed establishment of new posts, with the application of delayed recruitment factors of 7 per cent and 5.2 per cent to the computation of requirements for the continuing Professional and General Service category posts, respectively, and 50 per cent and 35 per cent for the proposed new Professional and General Service category posts, respectively. The application of the delayed recruitment factors used for the continuing Professional and General Service category posts to the computation of requirements for the proposed new posts would result in total resource requirements under the above heading in the amount of $13,751,600.

	Cost estimates	*Variance*	
General temporary assistance	$169.1	($310.9)	(64.8%)

88. It is expected that the critical integrated mission planning process guidance package would be completed early in the 2009/10 period in collaboration with stakeholders from the Secretariat and the United Nations funds, programmes and agencies. Completing the guidance package with a complex array of stakeholders is requiring the full attention of the Integrated Mission Planning Officer (P-4) responsible for its preparation. However, the stakeholders expect rapid distribution of the package and immediate roll-out of a training programme in order to meet new requirements and, ultimately, to achieve the goal of maximizing the individual and collective impact of the United Nation response in integrated multidimensional peacekeeping missions. These training efforts would help respond to audit recommendations on the integrated mission planning process, including those calling for the establishment of and support to integrated mission planning teams (see A/63/5 (Vol. II), para. 439), and recommendations of OIOS (AP/2006/600/01/012). In addition, they would assist missions with the establishment of an integrated strategic framework, which was called for by the Secretary-General's Policy Committee in June 2008.

89. The provision of $169,100 is requested for 12 person-months for one Policy Officer at the P-3 level with planning and training expertise to work primarily on the integrated mission planning process training modules. As a secondary task, the Policy Officer would support the guidance and training capacity which was set up in the Office of Operations in April 2007 in order to develop job-specific guidance and training for members of the integrated operational teams and political affairs components in field operations backstopped by the Office. Owing to a lack of resources, to date no guidance or training materials have been developed for the political affairs components in the field. The Policy Officer would therefore

undertake the following priority tasks, in close coordination with the Policy Officer and Training Focal Point (P-4): (a) conduct an assessment of guidance and training needs of political affairs components in missions; and (b) customize existing job-specific training materials for integrated operational team members to the field. During the 2009/10 budget period, the Policy Officer and Training Focal Point (P-4), funded from extrabudgetary resources, would continue to develop critical guidance and training for members of the integrated operational teams at Headquarters.

	Cost estimates	*Variance*	
Official travel	$1 197.0	$130.0	12.2%

90. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/assessment	749 600	Provision of integrated guidance and/or support to 18 operations on strategic, policy, political and operational matters
Political consultation and coordination	319 700	Provision of advice to permanent missions to the United Nations, United Nations agencies, Bretton Woods institutions and international and regional governance and security organizations Provision of integrated guidance and/or support to 18 operations on strategic, policy, political and operational matters
Seminars and conferences	127 700	Provision of integrated guidance and/or support to 18 operations on strategic, policy, political and operational matters
Total	**1 197 000**	

91. The provision for $749,600 is proposed for official travel of political, military, police and specialist officers in the integrated operational teams to provide peacekeeping operations with strategic guidance on policy matters, backstop missions with Headquarters expertise and participate in reviews and assessments of mandated tasks.

92. The amount of $319,700 would cover travel of members of integrated operational teams to provide on-site assistance to the missions for the implementation of their mandated objectives and to coordinate with external partners on issues affecting peacekeeping operations. The travel plans include travel to the mission area to consult with United Nations, non-United Nations and national stakeholders as well as travel to Member States, the Bretton Woods institutions and international and regional governance and security organizations.

93. The amount of $127,700 is proposed to attend seminars, conferences and workshops aimed at the exchange of ideas, best practices and lessons learned on peacekeeping operations. Attendance is expected to improve the quality of the guidance and support provided by the integrated operational teams to peacekeeping operations.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$17.0	$17.0	—

94. The provision of $17,000 is required for maintenance of vehicles as well as petrol, oil and lubricants for the African Union Peace Support Team.

3. Office of Military Affairs

(a) Results-based-budgeting framework

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Security Council resolutions incorporate recommendations on military issues in establishing potential or adjusting existing peacekeeping operations 1.2 Positive feedback from participants in troop-contributing country meetings

Outputs

- 10 visits to Member States and regional organizations to discuss military aspects of peace negotiations, agreements and peacekeeping operations
- 22 private (Security Council requested) troop-contributing country meetings to discuss new or anticipated developments, crisis situations and changes of mandate in peacekeeping missions
- Strategic analyses and assessment reports on all significant operational developments in peacekeeping missions and evolving conflict areas
- Briefings to the Security Council on the military elements of technical assessment reports of six peacekeeping missions
- EU/United Nations annual education and training exchange to enhance mutual understanding and cooperation on operations
- Conduct of a survey with troop-contributing countries on the effectiveness of meetings with troop-contributing countries

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Military plans for new or significantly adjusted peacekeeping operations produced within 7 days of a Security Council resolution 2.2 Issuance of formal requests for troop pledges for new or significantly expanded peacekeeping operations within 5 days of the development of military plans

Outputs

- Readily deployable nucleus of military headquarters at United Nations Headquarters for rapid deployment to a new peacekeeping operation
- Weekly coordination meetings with United Nations and non-governmental humanitarian agencies on civil-military issues, such as policies on civil-military cooperation and integrated operational plans

- Updated databases on the United Nations Standby Arrangements System and senior appointment pool
- 52 briefings to potential and current troop-contributing countries on the United Nations Standby Arrangements System, commitment at the rapid deployment level, and senior appointment pool
- 10 operational and military advisory visits to troop-contributing countries related to the deployment of troops and materiel to peacekeeping missions

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Implementation by the field missions of all recommendations in the evaluation reports of military components
	3.2 Implementation by the field missions of recommendations in the end-of-assignment reports of heads of military components endorsed by OMA and in OMA leadership visits

Outputs

- Provision of strategic guidance to senior military mission leaders, including Force Commander directives, working visits of mission military leadership to United Nations Headquarters and military-related aspects of crisis response
- Reviewed and revised military concepts of operations, rules of engagement and force requirements for all existing peacekeeping operations, and developed concepts of operation for all planned peacekeeping operations
- Evaluations of military components of 2 peacekeeping missions
- Provision of guidance to missions in order to support implementation of recommendations contained in mission evaluation reports, including options for implementation and assessments of proposals of implementation
- Assessments of threats to military operations for 10 peacekeeping missions
- Guidance framework and plan of the development of military doctrine and policies
- 3 inter-mission cooperation meetings to achieve enhanced cooperation between closely situated peacekeeping missions, including the coordination of operational activities, such as border patrols
- 2,009 heads of military components of mission conference
- Daily, weekly and monthly military situation reports
- 8 predeployment induction sessions and 7 post-appointment briefings for senior military personnel in peacekeeping operations at United Nations Headquarters
- Coordinated extension and repatriation of senior military leaders and military components
- 19 predeployment visits in connection with the continuing deployment and adjustment of peacekeeping missions

External factors

Member States will contribute the required military personnel and materiel to peacekeeping missions in a timely manner to effect deployment; parties to conflict will cooperate with peacekeeping operations

(b) Human resources requirements

Category	*2008/09*	*2009/10*	*Change*
Professional and above			
Under-Secretary-General	—	—	—
Assistant Secretary-General	—	—	—
D-2	1	1	—
D-1	1	1	—
P-5	11	11	—
P-4	87	87	—
P-3	16	16	—
P-2/P-1	—	—	—
Subtotal	**116**	**116**	—
General Service and other			
Principal level	—	—	—
Other level	16	19	3
National staff	—	—	—
Field Service	—	—	—
Security Service	—	—	—
Subtotal	**16**	**19**	**3**
Total	**132**	**135**	**3**

(c) Financial resource requirements

(Thousands of United States dollars)

				Variance	
Category	*Expenditures (2007/08) (1)*	*Apportionment (2008/09) (2)*	*Cost estimates (2009/10) (3)*	*Amount (4)=(3)-(2)*	*Percentage (5)=(4)÷(2)*
I. Post resources	12 156.1	18 259.2	25 399.6	7 140.4	39.1
II. Non-post resources					
General temporary assistance	587.5	—	—	—	—
Consultants	—	—	64.4	64.4	—
Official travel	—	755.0	945.1	190.1	25.2
Subtotal II	**587.5**	**755.0**	**1 009.5**	**254.5**	**33.7**
Total I and II	**12 743.6**	**19 014.2**	**26 409.1**	**7 394.9**	**38.9**

(d) Justification of posts

Office of Military Affairs

Administrative Assistants (3 GS (OL))

95. It is proposed to establish three additional Administrative Assistant (General Service (Other level)) posts to support the Current Military Operations Service, the Military Planning Service and the Office of the Military Adviser. The proposal is based on the number of Professional staff that need administrative assistance and the high level of administrative support needed to mitigate the rotational nature of service of the seconded military officers.

96. The staffing establishment of the Office of Military Affairs comprises a total of 95 staff in the Professional category and 1 level of Director, assisted by 16 General Service staff. With the strengthening of the Office in 2008/09, the number of Professional staff has increased by 39 compared to 2007/08 (excluding the 6 staff embedded in DFS), representing a 48 per cent increase, with no increase in the number of support staff. As indicated below, the current support staffing capacity in the Division is insufficient to cover the required administrative, secretarial and clerical assistance to the Professional staffing establishment of the Office of Military Affairs.

97. The strengthening of the Office of Military Affairs in 2008/09 and the reorganization within the Office has resulted in a staffing establishment comprising the Chief of Staff (D-1) post and 23 Professional posts, 12 in the assessment team, 7 in the policy and doctrine team and posts for 4 other Professional staff while the number of General Service support staff (2 posts) remains unchanged compared to 2007/08. The proposed establishment of an additional Administrative Assistant (General Service (Other level)) post would provide support for the two teams, while the incumbents of the two existing approved General Service (Other level) posts would continue providing support to the Office of the Military Adviser in all Division-wide administrative, secretarial and clerical matters.

98. The Current Military Operations Service had 10 Professional staff and 3 General Service (Other level) support staff (Team Assistants) before the 2007/08 restructuring increased the authorized staffing to 14 Professional staff. In 2008/09 the strengthening of the Service further increased the number of Professional staff to 18. The establishment of an additional support staff (General Service (Other level)) post is requested to provide direct support to the Chief of the Service.

99. Prior to 2007/08, the Force Generation Service consisted of 15 Professional and 3 General Service (Other level) support staff (Team Assistants), which increased to 17 Professional staff and 4 Team Assistants in 2007/08 after the restructuring. While the strengthening of the Service in 2008/09 further increased the number of Professional staff to 22, the increased support workload would be redistributed among the existing support staffing establishment of 4 Administrative Assistants who are dedicated mainly to appointment and deployment to the peacekeeping missions as well as rotation and repatriation of military observers and staff officers.

100. Prior to 2007/08, the staffing establishment of the Military Planning Service included 15 Professional and 3 General Service (Other level) support staff (Team Assistants), and was subsequently increased to 20 Professional posts in 2007/08. The strengthening of the Service in 2008/09 further increased the number of

Professional posts to 32. The establishment of an additional General Service (Other level) post is requested to provide direct administrative and secretarial support to the Chief of the Service.

101. Moreover, the rotation of seconded military officers who serve an average of three years (one third of the officers rotate every year), creates a need for a highly competent administrative assistance to provide support with budget and human resources aspects of each Service. The proposed administrative assistance is needed to induct the new officers in the standard procedures of the United Nations, covering a full range of activities, including correspondence standards, drafting of reports, arrangements for official travel and completion of mandatory United Nations training — all in the shortest time possible. While the overall staffing plan and vacancy announcement campaigns are supported by the Office of Military Affairs Administrative Officers, chiefs of service need assistance to initiate, process, monitor, review and follow-up on actions related to the administration of the services' human resources activities, for example, recruitment (especially in the selection process), performance reviews and separation of staff. Chiefs of service are also in need of highly trained administrative assistance to provide guidance on budget preparation, consolidate data received and monitor status of expenditures and budget reviews by relevant intergovernmental and expert bodies. Moreover, the additional General Service staff would provide the necessary manpower to focus on follow-up of implementation of OIOS recommendations, maintenance and updating of briefing documents, the updating of deployment/logistical/country profile databases and the archiving and disposition of documents.

102. The proposed establishment of the three additional General Service (Other level) posts would accordingly provide for the efficient support of the Office of Military Affairs and would allow the Professional staff currently involved in administrative duties owing to a lack of support staff to concentrate on substantive issues.

(e) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
Posts	$25 399.6	$7 140.4	39.1%

103. The provision of $25,399,600 would cover salaries, common staff costs and staff assessment for the 132 continuing posts and 3 proposed new posts. The variance is attributable to increased standard costs, the continuation of additional posts approved for 2008/09 in respect of which a delayed recruitment factor of 75 per cent (Professional category) was applied, as well as to the proposed establishment of new posts. Computation of requirements for all continuing posts reflects the application of delayed recruitment factors of 7 per cent and 5.2 per cent for all continuing Professional and General Service posts, respectively, and 50 per cent and 35 per cent for the proposed new Professional and General Service posts, respectively. The application of the delayed recruitment factors used for the continuing Professional and General Service posts to the computation of requirements for the proposed new posts would result in total resource requirements under the above heading in the amount of $25,486,000.

	Cost estimates	*Variance*	
Consultants	$64.4	$64.4	—

104. The Office of Military Affairs plans to develop a concept on the conduct of operational readiness tests for military components. The concept will cover Force headquarters components and contingents deployed in the peacekeeping operations.

105. In line with concept and policy guidelines, operational readiness evaluations should be based on independent and objective appraisals designed to add value and improve the conduct of peacekeeping operations. It is proposed, accordingly, to engage the services of two consultants with the requisite qualifications to validate the concept and lead the operational readiness tests. The Office of Military Affairs staff would assist the consultants with the appraisals in order to evaluate both the concept and selected force components. The consultancy would be complementary to other evaluations, such as those undertaken by the Division of Policy, Evaluation and Training, and OIOS.

	Cost estimates	*Variance*	
Official travel	$945.1	$190.1	25.2%

106. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning and assessment	818 500	Strategic guidance to senior military mission leaders, including Force Commander directives, working visits of military mission leadership to United Nations Headquarters, as needed, and military-related aspects of crisis response 1 inter-mission cooperation meeting to achieve enhanced cooperation between closely situated peacekeeping missions, including the coordination of operational activities, such as border patrols Evaluation of military components of 2 peacekeeping missions Assessment of threats to military operations for 4 peacekeeping missions 19 predeployment visits in connection with the continuing deployment and adjustment of peacekeeping missions Coordinated extension and repatriation of senior military leaders and military components Reviewed and revised military concepts of operations, rules of engagement and force requirements for all existing peacekeeping operations, and development of a concept of operations for planned peacekeeping operations

Type of travel	*Amount*	*Output reference*
Political consultation/ coordination	51 100	4 working visits to Member States and regional organizations to discuss military aspects of peace negotiations, agreements and peacekeeping operations
Technical support	75 500	6 operational and military advisory visits to troop-contributing countries related to troop and materiel contributions to peacekeeping missions
Total	**945 100**	

107. The amount of $818,500 would provide for official travel requirements of the Office of Military Affairs to conduct mission planning and assessment, including strategic guidance by senior management to senior military mission leaders. The travel relates to meetings with Force Commanders in various peacekeeping missions to review the overall military concept, discuss inter-mission cooperation issues and assist troop-contributing countries with the issues related to the provision of major equipment, self-sustainment and military personnel issues. The provision would also cover predeployment visits to troop-contributing countries.

108. The amount of $51,100 would provide for the travel of the Military Adviser and senior staff of the Division, accompanied by a Liaison and Policy Officer, to Europe and North and South America to exchange views on policy development so as to enhance cooperation and coordination with regional organizations; the travel of a Capability Development Officer to peacekeeping missions in Africa to coordinate provision of modern monitoring and surveillance means for the cost-effective protection of refugee camps and urban areas, as well as to provide assistance and guidance in the gathering of military information, in particular in large-scale missions (MONUC) where the military and security situations evolve quickly; the travel of a Policy and Doctrine Officer to Europe in connection with the development of military policy documents and to enhance cooperation and coordination with EU and NATO in line with the signed declarations between the United Nations and the two organizations.

109. The amount of $75,500 would cover the travel of a Military Planning Service Officer to key troop-contributing countries deploying to a complex peacekeeping mission in order to determine capability gaps in the deploying forces through a formal capability analysis, to identify any operational or mission-specific training required by the troop-contributing countries and to attend meetings/briefings with senior Government and military officials and military commanders and staff to discuss or provide briefings on complex issues of the concept of operations, the United Nations rules of engagement and force requirements.

4. Office of Rule of Law and Security Institutions

(a) Results-based-budgeting framework

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Security Council resolutions reflect the specific range of activities to be carried out by United Nations police, justice and corrections officers

	1.2 Security Council resolutions incorporate the Secretary-General's recommendations on security sector reform, DDR and mine action and explosive remnants of war during establishment of, or adjustments to peacekeeping operations
	1.3 Increased contributions of police and corrections specialists from troop- and police-contributing countries

Outputs

Office of the Assistant Secretary-General

- 20 consultations with States members of the Security Council, the General Assembly, other intergovernmental bodies and Groups of Friends to provide updates on the rule of law and security institutions
- 10 key United Nations events and specialized consultations with United Nations departments, agencies, funds, programmes and other entities, as well as regional and subregional organizations, to plan joint activities and articulate lead roles in the areas of rule of law and security institutions

Police Division

- Inputs in 20 reports of the Secretary-General to the Security Council on peacekeeping operations which include recommendations on law enforcement-related issues and briefings to the Council and the General Assembly
- 14 visits to police-contributing countries to provide advice on national selection mechanisms for the readiness, deployment and training of United Nations police officers, including members of formed police units
- 18 consultations with police-contributing countries and regional organizations on policy issues, the activities of the Police Division and cross-cutting law enforcement-related matters in peacekeeping operations
- 13 mission-specific police-contributors meetings on the police components of 13 peacekeeping operations and special political missions (MINUSTAH, UNMIL, UNMIS, UNAMID, UNMIT, MINURSO, UNIPSIL, MONUC, UNOCI, UNAMA, UNFICYP, MINURCAT and UNOMIG)

Criminal Law and Judicial Advisory Section

- 6 consultations with Member States, including the Group of Friends of the Rule of Law, to provide updates on the development of judicial, legal and prison systems
- Reports of the Secretary-General or briefings to the Security Council on the progress made on justice and/or corrections issues in 10 field operations
- 6 briefings on justice and/or prison systems to senior representatives of the United Nations departments, agencies, funds, programmes, regional organizations and other entities

Disarmament, Demobilization and Reintegration Section

- Reports of the Secretary-General and/or briefings to the Security Council on progress made in 8 DDR processes (6 ongoing and 2 in planning stages)
- 15 briefings on DDR to representatives of United Nations departments, agencies, funds, programmes, Member States, international financial institutions, regional organizations and other entities

Mine Action Service

- 10 briefings to 25 Member States, 10 briefings to individual Member States and 4 statements in international forums on mine action and explosive remnants of war
- Report of the Secretary-General on mine action to the General Assembly, in collaboration with United Nations partners
- Annual multi-donor report on United Nations Mine Action Service activities, including programmes funded in part by assessed contributions
- Assessment of mine and explosive remnants of war threats in 2 potential peacekeeping theatres, as part of a DPKO technical assessment mission
- Development and/or update of contingency plans, in collaboration with United Nations agencies, for 2 potential peacekeeping operations
- Updated e-mine website sustaining 60,000 usage sessions per month, including mine action reports, public information materials and operational data from 7 mine action programmes in peacekeeping operations

Security Sector Reform Section

- 10 briefings on SSR to Member States, including the Group of Friends of SSR, United Nations departments, agencies, funds, programmes and regional organizations

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Deployment of the standing police capacity team within 7 days of the adoption of a Security Council resolution establishing the police component of a peacekeeping operation
	2.2 Deployment of United Nations mine action team members and external partners in rapid deployment scenarios within 14 days of the adoption of a Security Council resolution

Outputs

Office of the Assistant Secretary-General

- 10 consultations with Member States and regional organizations to share information on the development of national standby and standing capacities and to solicit rapidly deployable experts with specialized qualifications in the rule of law and SSR fields

Police Division

- 28 briefings to Member States on police issues in peacekeeping operations and specific police requirements for the rapid deployment of highly qualified police personnel
- 28 visits to police-contributing countries to conduct selection assistance tests for individually deployed United Nations police officers and assessments/inspection of formed police units
- 3 visits to 2 peacekeeping operations by the standing police capacity team in support of local police capacity-building

Criminal Law and Judicial Advisory Section

- Roster of 200 applicants for positions as prison officers in the field

Disarmament, Demobilization and Reintegration Section

- Strategy for the establishment of rosters with different DDR specializations

Mine Action Service

- Rehearsal of the United Nations framework for mine action planning and rapid response, with the participation of 5 different United Nations agencies and 2 different intergovernmental or non-governmental organization implementing partners
- Updated United Nations framework for mine action planning and rapid response, following lessons learned during the exercise

Security Sector Reform Section

- 10 generic job profiles for SSR officers in collaboration with the Field Personnel Division
- United Nations roster of senior SSR experts

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Strategic plans for all rule of law, SSR and DDR components developed by field missions, in support of mandate implementation
	3.2 National authorities endorse the adoption of indicator sets to assist in planning rule of law programmes in 2 peace operations
	3.3 Budget implementation rate of 98 per cent for mine action activities in 6 peacekeeping missions (2007/08: 96.6 per cent, 2008/09: 98.5 per cent)

Outputs

Office of the Assistant Secretary-General

- Updated strategic guidance, directives and notes to Special Representatives of the Secretary-General or other heads of field missions on the rule of law and security institutions, based on the coordination of efforts through the United Nations Rule of Law Coordination and Resource Group, other United Nations partnership frameworks and in the exercise of the Department's lead role in the United Nations system on policing (global lead), corrections (global lead), judicial and SSR issues in peacekeeping contexts

Police Division

- Initial deployment, rotation and extension of 16,000 United Nations police officers, including formed police personnel in 18 field missions
- 4 policy papers and guidelines for national police and other law enforcement agencies on management, administration and operational procedures as well as police reform and restructuring plans
- 2 revised concepts of operations for police components in 2 peacekeeping operations (UNAMID and MINURCAT)

- 2 DPKO policies pertaining to the assessment and capacity-building of local police and other law enforcement agencies
- 2 reports on the state of the rule of law in countries with peacekeeping operations
- Annual conference of heads of police components to provide guidance and instructions on directives, policies and guidelines and to share lessons-learned and best practices
- Field visits to 14 peacekeeping operations (MINUSTAH, UNMIL, UNMIS, UNAMID, UNIPSIL, MINURCAT, UNMIT, UNAMA, MONUC, UNOCI, UNMIK, UNFICYP, BINUB and UNOMIG) to provide strategic and technical police advice and assistance
- 5 predeployment induction and post-appointment briefings for heads of police components of peacekeeping operations
- 5 predeployment seminars/workshops for United Nations police including formed police units

Criminal Law and Judicial Advisory Section

- Annual conference of the heads of justice and corrections components to provide training and guidance on policies and guidelines and share lessons learned and best practices
- 2 training workshops for corrections officers on the operational management of strengthening the prison systems in post-conflict environments
- Operational visits to 11 peacekeeping operations to provide advice and assistance to justice and corrections components, in coordination with United Nations inter-agency partners
- Review of the activities of justice and/or corrections components in 6 peacekeeping operations, utilizing justice and corrections programme review methodology

Disarmament, Demobilization and Reintegration Section

- 5 assessment and evaluation missions to provide subject matter expert advice in the area of DDR
- 4 technical support visits to field missions with DDR mandates
- 2 joint inter-agency assessment missions to review the implementation of the integrated DDR standards in 2 field missions
- Revised DDR training programme for DDR field personnel, through consultations with the integrated DDR training group

Mine Action Service

- Approved workplans (including gender considerations) and annual assessment and recommendations for 7 mine action programmes (UNAMA, MONUC, UNMIS, UNAMID, MINURCAT, UNIFIL and MINURSO)
- Project proposals for mine action activities in 7 mine action programmes (UNAMA, MONUC, UNMIS, UNAMID, MINURCAT, UNIFIL and MINURSO) for inclusion in the United Nations mine action portfolio
- Annual review of technical missions on best practices and lessons learned, reports and development of mission-specific implementation plans
- Mine action policy and technical directives in 1 peacekeeping mission (UNFICYP)
- Landmine safety briefings in collaboration with United Nations agencies, in 3 mission areas, including provision of advice on the production of training and awareness materials

Security Sector Reform Section

- 7 technical support missions to provide subject matter expert advice in the area of SSR
- 1 joint inter-agency assessment mission to review the implementation of SSR programmes in 1 field mission
- 1 assessment visit to support planning for a future SSR programme in 1 new peacekeeping operation
- Annual conference of heads of SSR components
- 2 departmental guidelines on SSR and DDR in post-conflict contexts

External factors

Member States will provide the necessary political and financial resources, and peacekeeping partners will coordinate, collaborate and provide the support required to implement field mission mandates in the rule of law and security sector reform fields

(b) Human resources requirements

Category	*2008/09*	*2009/10*	*Change*
Professional and above			
Under-Secretary-General	—	—	—
Assistant Secretary-General	—	—	—
D-2	—	—	—
D-1	2	2	—
P-5	10	10	—
P-4	48	47	(1)
P-3	25	28	3
P-2/P-1	—	—	—
Subtotal	**85**	**87**	**2**
General Service and other			
Principal level	—	—	—
Other level	17	19	2
National staff	—	—	—
Field Service	—	—	—
Security Service	—	—	—
Subtotal	**17**	**19**	**2**
Total	**102**	**106**	**4**

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2007/08) (1)	Apportionment (2008/09) (2)	Cost estimates (2009/10) (3)	Variance	
				Amount (4)=(3)-(2)	Percentage (5)=(4)÷(2)
I. Post resources	12 307.4	16 969.9	16 584.0	(385.9)	(2.3)
II. Non-post resources					
General temporary assistance	38.3	83.9	204.7	120.8	144.0
Consultants	247.8	—	1 000.0	1 000.0	—
Official travel	879.6	1 128.1	1 248.7	120.6	10.7
Information technology	29.8	29.8	—	(29.8)	(100.0)
Medical	3.7	—	—	—	—
Other supplies, services and equipment	17.2	17.2	—	(17.2)	(100.0)
Subtotal II	**1 216.4**	**1 259.0**	**2 453.4**	**1 194.4**	**94.9**
Total I and II	**13 523.8**	**18 228.9**	**19 037.4**	**808.5**	**4.4**

Office of the Assistant Secretary-General

Criminal Law and Judicial Advisory Section

Transfer of posts from the Office of the Assistant Secretary-General to the Criminal Law and Judicial Advisory Section (P-4) and from the Criminal Law and Judicial Advisory Section to the Office of the Assistant Secretary-General (P-3)

110. It is proposed to transfer one post of Policy and Planning Officer (P-4) from the Office of the Assistant Secretary-General for Rule of Law and Security Institutions to the Criminal Law and Judicial Advisory Section and to reclassify it as a post of Judicial Officer (see justifications under the staffing requirements of the Section below). Similarly, it is proposed to transfer one post of Judicial Officer (P-3) from the Section to the Office of the Assistant Secretary-General for Rule of Law and Security Institutions and to reclassify it as a post of Political Affairs Officer. This transfer was provisionally executed in the 2008/09 budget period to address the pressing demands in the Section, which lacked the senior-level judicial expertise necessary to meet the growing demands of peacekeeping operations with rule of law mandates.

111. The provisional exchange of the P-3 and P-4 posts was an effort to meet operational priorities through the redeployment of existing resources. The proposed resource requests for CLJAS for 2009/10 take into account the proposed approval of the transfer.

112. The transfer essentially leaves the Office of the Assistant Secretary-General for Rule of Law and Security Institutions with the same support structure as that of the Office of the Assistant Secretary-General for Operations in DPKO (1 P-5, 1 P-4, 1 P-3). This structure permits a rational distribution of tasks among staff members, with a range of knowledge and experience sufficient to support the work of the Office.

Police Division

113. Over the past 48 years, the United Nations has established itself as a relevant actor with broad and deep exposure to post-conflict policing assistance and reform. Currently, policing is the fastest-growing component of far-flung United Nations peacekeeping operations. With an overall shift in the nature of conflicts and the associated complexities, there has been a fundamental change in the way in which United Nations police are expected to engage in new generations of peacekeeping operations. The demand for police to perform dual roles of immediate security support, interim law enforcement and longer-term institution-building is growing exponentially. The role of the police components in current missions has evolved from the traditional monitoring and reporting into much more complex law enforcement, operational support and local police development functions. In addition to this shift in mandated responsibilities is the steady increase in demand for United Nations police officers. The United Nations police officer is no longer a passive onlooker but is rather an active partner in consolidating peace and building democratic institutions that underpin the long-term stability and prosperity of peaceful societies. Police officers are increasingly being called upon to help fight organized crime in the wake of conflicts. During recent years, the United Nations has experienced a surge in peacekeeping, which has also resulted in an unprecedented rise in the authorized strength of police personnel in peacekeeping operations. The number of police officers authorized for deployment in United Nations peacekeeping operations and special political missions increased 15-fold over the past decade, from under 1,170 in 1995 to approximately 15,000 currently. The deployment of formed police units has increased from 2 units in 2000 to 55 by mid-2008, comprising over 6,000 police officers. This represents a 29-fold increase in the total number of formed police units in United Nations police operations in only eight years. These personnel are coming from almost 100 police-contributing countries and are deployed in 18 peacekeeping operations and special political missions. This reflects not only the growth in complex peacekeeping operations in general, but also the increased complexity of tasks enshrined in the policing mandates issued by the Security Council. Furthermore, the complexity of the mandate has also created additional demands for quality of personnel, specialized skills and more formed police units with strong tactical capabilities.

114. With the growing and evolving role of police components of peacekeeping operations, the Police Division has struggled to keep pace with the increasing complexity of mandated tasks and volume of support required from Headquarters. The Division is currently staffed with 27 Professional personnel. This gives a total ratio of 1 Headquarters officer to 630 police personnel in the field. This ratio is far from adequate given the modern-day volume and complexity of work involved in United Nations policing.

115. The changing nature and exponential growth of peacekeeping, in general, and its policing aspects, in particular, have generated frequent calls to keep the management of United Nations police operations under clear strategic review, including by the 2000 Panel on United Nations Peace Operations, and, most recently, in the 2008 reports of the Special Committee on Peacekeeping Operations, as well as OIOS.

116. The comprehensive analysis of the Police Division undertaking by a review team, comprised of members from the Police Division and other components of

DPKO from August to December 2008, assessed the Division's activities, identified gaps that compromise its abilities to meet current peacekeeping challenges and put forward a set of recommendations on how the Division should perform mandated tasks more effectively and efficiently so as to enhance the impact of the United Nations in the area of policing. The review noted that the Division has struggled to achieve timely, effective police selection and recruitment. Specifically, the Division has inadequate human and material resources to carry out the necessary human resources management tasks, such as selection and deployment, and monitoring of recruitment against minimal pre-defined criteria. Specifically, the review highlighted that the Division currently faces a 30 per cent vacancy rate in police components (fewer than 11,500 of the authorized ceiling of 15,000 police personnel in mission police components are now deployed), gaps in the representation of national and linguistic groups, a gender imbalance and difficulties in recruiting senior personnel as well as police experts in a range of specialized areas, including formed police units. The review proposed, inter alia, that the Police Division swiftly strengthen its recruitment capacity to execute the effective and efficient selection, recruitment, deployment, rotation and extensions of police. A police selection and recruitment capacity should be responsible for selecting and recruiting candidates for United Nations police positions, and for deploying, rotating and repatriating existing police personnel, including formed police units. Its role as a quality control capacity for international police officers requires that the recruitment processes are based on pre-defined selection criteria and ensures Member State compliance with these standards.

117. The review also noted that the policy guidance available to police officers in the field is still based on traditional paradigms, with little direction on how to implement their interim law enforcement or police reform mandates. Thus, the Police Division must also urgently roll out existing doctrinal guidance and templates to the field so as to ensure uniformity of mission mandate implementation plans. In order to accomplish these complex tasks, it is essential to provide a coherent strategic planning framework clearly articulating the scope of resource requirements, coordination modalities and benchmarks. The absence of this dedicated planning capacity in the Division has sorely impeded the timely identification of critical planning gaps and disjointed planning frameworks, and has led to inconsistency in balancing these needs with available capabilities as well as the failure to analyse and implement planning best practices. Thus, it is proposed to establish a dedicated planning capacity to focus on all strategic planning aspects of the police components of peacekeeping operations. This capacity would be fully engaged in early general review exercises and technical assessment missions, assist and support mission implementation plans, mission drawdown or exit strategy planning, and support field missions in the planning of large-scale police operations and initiatives (such as election security, DDR processes and strategic police reform planning), in close cooperation with related DPKO and other partners.

118. The demands on policing will continue to grow in the upcoming years, as the role of police in bridging security gaps and preventing failed States from becoming the breeding grounds for spoilers of peace and stability has become a key feature of current peacekeeping operations. There is no indication that the demand for United Nations policing will wane given the current proposals for increases of police personnel for MINUSTAH, UNMIL, MINURCAT and UNMIS, which are minimally offset by current plans for the downsizing of UNMIK. Although some partnership

initiatives exist, there is a need for the Division to develop a strategic approach, to formalize its partnership frameworks and to establish modalities for its new coordination role. The latter is particularly important in light of the Department's recent appointment by the Secretary-General to act as the global lead entity within the United Nations system for police and other law enforcement activities. In this regard, the Division must continue to develop new strategies for partnership to facilitate and strengthen an integrated approach and to identify priorities in order to deliver more effective United Nations peacekeeping and, ultimately, international responses to post-conflict environments. The Division should also be enabled to provide strategic support to the field missions through thematic experts on police management, reform and investigations, and organized and transnational crime. Moreover, it should be able to provide timely, accurate and detailed analyses of local security situations and criminal trends and threats to operations by maintaining close contacts with the field missions, and to act as a counterpart to the DPKO Situation Centre and mission-level operations centres on police-specific operational activities. In order to facilitate the development of a comprehensive communications strategy for the United Nations police at Headquarters and in the field missions, and to ensure proactive advocacy momentum, a dedicated communications capacity within the Department is required. Furthermore, the Division should explore possibilities to provide field support specialists, required in the area of management of contingent-owned equipment, and technical logistical support for the planning of deployment and rotations of formed police units to peacekeeping operations. Tasks related to police equipment and memorandums of understanding require close coordination with the Police Division and, thus, embedded seconded police officers in DFS may be necessary, taking into account the existing capacity.

119. In conclusion, as a matter of priority, the Division must urgently strengthen its recruitment and planning capacities in order to perform its current mandated tasks more effectively and efficiently, thereby enhancing the impact of the United Nations in the area of policing. Meeting these immediate, minimum requirements is of critical importance for the base-level functioning of United Nations policing. Without these additional resources, United Nations policing and, by extension, the delicate balance of integrated United Nations peacekeeping operations, would surely suffer.

120. With these basic needs met in 2009/10, as proposed in the justification of the Police Division staffing requirements below, given the daunting forecast for demands on United Nations policing in 2010, 2011 and beyond, its staffing establishment would be kept under constant review during 2009/10. Accordingly, it would be essential for the Division to address the issues of its further strengthening and seek the necessary resources in the next budgetary cycle.

Transfer of the Standing Police Capacity

(1 D-1, 2 P-5, 14 P-4, 8 P-3, 2 GS (OL))

121. The General Assembly, in its resolution 60/1 on the World Outcome Summit, endorsed the creation of an initial operating capability for a standing police capacity. Following consultations with Member States, primarily through an informal working group of the Special Committee on Peacekeeping Operations, the concept for a standing police capacity was further developed and the Assembly

subsequently approved the establishment of the Standing Police Capacity, with a strength of 27 personnel, in the context of the budget for the support account for peacekeeping operations for 2006-2007.

122. Since its establishment, SPC has been tasked to start up new United Nations police operations and, when not required for this function, has assisted existing United Nations police operations with expert enhancement or corrective activities. Primary emphasis in both functions is on building institutional police capacity in post-conflict environments. The deployment and assignments of SPC have been properly monitored and evaluated with a view to making key changes, if necessary, early on. The initial location of SPC in United Nations Headquarters following its establishment was felt as beneficial in order to cement the SPC knowledge base. This could be best accomplished through direct interface between assignments with DPKO and other actors in the Secretariat in New York. It is now proposed that SPC be expanded and moved to UNLB. It is felt that this move will maximize the overall effectiveness and efficiency of SPC and reflect its field focus.

(d) Justification of posts

Office of the Police Adviser

Police Standards Compliance and Audit Officer (P-4)

123. The Police Division is tasked to provide advice and support to peacekeeping operations and special political missions in terms of the deployment of highly qualified personnel, strategic guidance, strategic coordination and other operational support. However, the Division is limited in its capacity to oversee compliance and adherence to the guidance and related advice provided and the efficient and effective use of resources in the accomplishment of the mission mandates. The Department audit and inspection arrangements have broader approaches, and have practical limitations as to oversight of police operational compliance and initiation of quick and direct remedial actions. In this regard, it is proposed to create a post of Police Standards Compliance and Audit Officer (P-4) to assist the Division to ensure compliance with regulatory statutes by the field missions.

124. Under the direct supervision of the Police Adviser, the Police Standards Compliance and Audit Officer would develop proper compliance and audit guidance and concepts for the Division, and ensure their implementation; evaluate and recommend precise courses of action on all issues of compliance by the police component of field missions; work closely with the Strategic Policy and Development Section and the Mission Management and Support Section to review operational and management aspects of police activities conducted by the field missions, and provide analytical assessment reports to the Police Adviser; conduct regular visits to field missions and, in close consultation with the Police Commissioners and their teams, review the operational effectiveness of and compliance with the strategic frameworks, as well as the safety, security and welfare provisions; interact with other relevant components of field missions and acquire feedback on the overall performance and operational effectiveness of the police component; observe the measures taken by the field missions to ensure the preparation of United Nations police personnel for their mission-specific tasks and duties; recommend steps that need to be taken on any critical issues to the Police Commissioners through the Police Adviser in DPKO; observe the level of guidance provided by the Division to the field missions along with the timeliness and quality

of support that the field missions have requested; monitor the quality and appropriateness of the police officers provided to the field missions to achieve their respective mandates; and draft comprehensive evaluation reports on all such inspections, and follow up on the proposed recommendations. The incumbent would also interact closely with other oversight and audit bodies to follow up on the recommendations.

Police Technical Adviser (P-4)

125. The Police Division currently does not have the expertise and capacity to assist in reviewing and providing the technical advice, develop guidance and standard operational procedures, and assist in technical agreements and frameworks regarding United Nations policing mandates. It is proposed to establish a post of Technical Police Adviser (P-4) who would provide guidance and strategic direction on technical procedural issues to the Division and field missions.

126. Under the direct supervision of the Police Adviser, the technical expert would provide advice on all issues with technical implications pertaining to the work of the Police Division and the police components of peacekeeping operations and special political missions. This includes, but is not limited to, assisting in developing memorandums of understanding and other technical instruments with Governments as well as regional and international organizations, providing technical procedural advice and developing guidance and standard operational procedures, conducting research on policing technical matters, and assisting in developing technical agreements and frameworks regarding United Nations policing mandates. In this regard, the incumbent would coordinate such activities with key stakeholders.

Administrative Management Officer (P-3)

127. With the ever-increasing workload of correspondence, preparation, implementation and evaluation of budgetary reports, and the matters of staff administration, such as selections, extensions and rotations of staff of the Police Division, there is a need to augment the Office of Police Adviser with an Administrative Management Officer (P-3). Given the rotation of seconded police officers, the Officer would provide the necessary institutional knowledge in regard to United Nations administrative and human resources policies and procedures.

128. Under the direct supervision of the Special Assistant of the Police Adviser and the overall direction of the Police Adviser, the Administrative Management Officer, in coordination with the Executive Office, would be responsible for human resources management at Headquarters, including initiating and coordinating actions covering the entire span of human resources activities (for example, recruitment, placement, promotion, performance appraisal, vacancies, job classification reviews, separation of staff members and training), ensuring consistency in the application of United Nations rules and procedures, providing expert police advice with respect to conditions of service, duties and responsibilities, and privileges and entitlements for both civilians and seconded police personnel at Headquarters in accordance with the Staff Rules and Regulations, and reviewing post incumbency reports for purposes of vacancy management and staffing table control. The incumbent would also initiate and conduct studies to improve budget reporting systems and cost-effective utilization of programme resources, monitor and control budgetary allocations through regular reviews, identify deviations from plans and propose corrective

measures, and establish and maintain a set of sound policies, procedures, standards and tools which are consistent with United Nations policy and practice in order to ensure proper accounting, financial management and control. In close coordination with relevant offices in DFS, he or she would monitor support services and coordinate and consolidate timely and comprehensive responses to observations and queries by legislative bodies.

Administrative Assistant (GS (OL))

129. An administrative assistant, under the direction of the Police Adviser, is required to provide administrative and secretarial support, conduct all administrative support activities, including filing, photocopying and distribution tasks, referring written and verbal communications and queries to the appropriate person or team, draft correspondence, coordinate travel requests and other travel documentation, organize meetings and prepare briefing materials, and liaise with the appropriate areas within and outside the Division for all other related administrative duties.

Strategic Policy and Development Section

130. The Strategic Policy and Development Section has important tasks to provide the doctrinal frameworks that define policy, guidelines and operating procedures for international police peacekeeping and to plan successive missions accordingly. But the acute shortages of staff to focus on these key issues have seriously limited the ability of the Police Division to address its mandated tasks. The following three areas within the Section need to be augmented with additional resources so that the Division can improve its doctrinal and planning functions to meet the growing demands of the complex mandates.

131. With the overall shift in the nature of conflicts and the associated complexities, there has been a fundamental shift in the way in which United Nations police are expected to engage in these new generations of peacekeeping operations. The demand for police to perform dual roles of immediate security support and interim law enforcement and longer-term institution-building is growing exponentially. The Police Division must roll out existing doctrinal guidance and templates to the field to ensure uniformity of mission mandate implementation plans. In order to accomplish these complex tasks it is fundamental to provide a coherent strategic planning framework clearly articulating the scope of resource requirements, coordination modalities and benchmarks. One of the key parameters of police planning is the interaction with the local police or the relevant authorities at the earliest. The unique feature of the police plan is the need to take into account the prevailing local police capacity and its overall support requirements. Police mission planning also demands a holistic approach that incorporates all relevant cross-cutting elements, such as justice, corrections and other security components. One generic planning assumption cannot meet the demands of the multidimensional police missions. The absence of the dedicated planning capacity in the Division has limited it ability to identify critical planning assumptions and has resulted in disjointed planning frameworks and inconsistency in balancing the needs and the available capabilities, and in the failure to analyse and capitalize planning best practices. Thus, it is proposed to establish a dedicated planning capacity to focus on all strategic planning aspects of the police component of peacekeeping operations and special political missions. This capacity would be fully engaged in early general review exercises and technical assessment missions, provide assistance to the

integrated operational teams in the integrated mission planning processes, provide assistance and support to mission implementation plans, mission drawdown or exit strategy planning and support field missions in the planning of large-scale police operations and initiatives (such as election security, the DDR process and strategic police reform planning), in close cooperation with other related partners.

Planning Officers (4 P-4)

132. The four Planning Officers (P-4) would primarily cover four regions: Africa 1 (UNAMID, UNMIS and MINURCAT); Africa 2 (MONUC, UNOCI, UNMIL, UNIPSIL and BINUB); Asia and the Middle East (UNMIT, UNAMA and MINURSO); and Europe and Latin America (MINUSTAH, UNFICYP, UNOMIG and UNMIK). The incumbents would provide planning support to the police components in the ongoing DPA-led missions (BONUCA, UNOGBIS and UNPOS) and any other future missions. The regional arrangement reflects the existing regional structures within the Office of Operations and the Office of Military Affairs to ensure full planning coordination links. The key task of these officers would be to ensure that all planning parameters, which include interactions with the key national counterparts, other stakeholders and components of the criminal justice chain, are fully established during the development of the initial police concept of operations of the prospective peacekeeping missions. The respective planning officers would be responsible for carrying out all planning priorities of the ongoing missions and the prospective future missions by interacting with all internal and external stakeholders. The incumbents would provide complementary support to the integrated operational teams in all aspects of planning, including providing accurate and coherent police planning advice, develop new strategic concepts or adjust those of the current missions, identifying police profiles requirements (for example, formed police units, police specialist) and inform the Mission Management and Support Section in a timely manner by providing planning support and advice on all operational planning needs of the mission (for example, election planning, crisis management and any other operational plans), develop police planning tools and assessment templates, and assist field missions in their application.

Transnational and Organized Crime Expert (P-4)

133. Past experience has indicated that post-conflict societies are often marred by a breakdown of law and order, resulting in the proliferation of many and varied forms of criminal activity. Such activity usually flourishes where a power and public security vacuum exists. Organized crimes represent a threat to the restoration of law and order and the establishment of post-conflict peace, and undermine efforts for economic, legal and political reforms. The impact of such crimes extends beyond the national boundary to regional and international levels. Owing to the focus on other immediate operational priorities, the Police Division has been unable to focus on the development of mitigating strategies to address the issue of transnational organized crime during the initial conceptualization of police plans for peacekeeping missions. The addition of a Transnational and Organized Crime Expert to the staffing pool of the Police Division would greatly enhance the Division's ability to support field missions and other entities in this important area.

134. Under the Supervision of the Head of the Strategic Policy and Development Section, the Transnational and Organized Crime Expert would provide comprehensive transnational and organized crime analyses of the country in

transition, establish close contacts and work in partnership with related entities, such as INTERPOL, EUROPOL, ASEANPOL, UNODC and other regional organizations that are operationally and technically involved in transitional and organized crime-related issues, and assist in promoting regional approaches to combating organized crime; provide realistic strategic advice and support to the Police Adviser and field missions to minimize the impact of the problems on the ground; prepare strategic guidance on short- and long-term approaches to address the problems of transnational and organized crimes in specific countries, working closely with the Standing Police Capacity thematic experts, and assist in developing partnerships for sustainable support to build local capacity in order to address the problem; and provide assistance in developing a training strategy for field missions with the objective to increase the pool of national experts in this thematic area.

Police Information Analysis Officer (P-4)

135. Under the supervision of the Head of the Strategic Policy and Development Section, the Police Information Analysis Officer would collate and analyse relevant police-related information and make strategic assessments of the situations on the ground. The incumbent would interact daily with the respective focal points in the field missions and provide situational updates for each mission, share situational analyses with related components within DPKO on improving the safety and security of United Nations personnel in the missions, and make overall impact assessments during critical periods of the mission life to enable the Police Adviser to make sound advisory inputs to related higher bodies.

Administrative Assistant (GS (OL))

136. Under the direction of the Chief of the Strategic Policy and Development Section, the Administrative Assistant would provide administrative and secretarial support, conduct all administrative support activities, including filing, photocopying and distribution tasks, referring written and verbal communications and queries to the appropriate person or team, draft correspondence, maintain electronic databases, coordinate travel requests and other travel documentation, organize meetings and prepare briefing materials, and liaise with the appropriate areas within and outside the Division for all other administrative duties related to the Section.

Mission Management and Support Section

137. The lack of resources has critically limited the ability of desk officers to carry out their core headquarters tasks of supporting the field missions by providing strategic guidance and advice. The administrative tasks, such as selection, recruitment and rotations and repatriations, constitute the majority of their workload. In real terms, the number of authorized police officers has more than doubled from 8,300 in January 2006 to 17,000 in January 2008, and increased by 500 per cent in the past decade. Furthermore, the complexity of the mandate has created additional demands for the quality of the officers, specialization skills and more formed police units with strong tactical capabilities. The missions currently have evolved from the traditional monitoring and reporting to more complex law enforcement, operational support and local police development missions. With minimum staff to carry out these vital tasks, the Police Division has struggled to ensure the demands for quality, timely recruitment (the current vacancy rate is 30 per cent) and gender and regional balance.

138. A police selection and recruitment capacity within the Mission Management and Support Section, including civilian and police human resources management experts, would be responsible for selecting and recruiting candidates for United Nations police positions, and deploying, rotating and repatriating existing police personnel, including the formed police units. Its role as a quality control capacity for international police officers would entail applying pre-defined criteria in its assessment of candidates and ensuring that Member States comply with those standards.

139. The proposed increase in the selection and recruitment capacity would comprise a total of 15 additional posts (1 P-5, 5 P-4, 8 P-3, 1 GS (OL)). The Senior Police Selection and Recruitment Officer (P-5) would coordinate overall selection and recruitment activities. Thirteen Officers (5 P-4, 8 P-3) would be in charge of the selection, recruitment and rotation of 12,000 individual police officers by screening applications and conducting interviews to asses the capacity of the Officers to ensure that they meet the pre-determined criteria. The Officers would also evaluate the performance appraisals of individuals for extending tours of duty. Moreover, the Officers would coordinate the deployment, inspection and rotation of formed police units. All of the aforementioned staff would participate in the Selection Assistance Team and the Special Police Unit Assistance Team, whose members would come from 37 police-contributing countries. The Officers would provide predeployment induction briefings to the successful candidates.

Senior Police Selection and Recruitment Officer (P-5)

140. Under the direct supervision of the Head of the Mission Management and Support Section, the Senior Police Selection and Recruitment Officer would focus on developing selection strategies, reviewing deployment plans, establishing force requirements for United Nations police components, including formed police units, and assisting in developing administrative and operational guidelines and directives for the individual officers and formed police units deployed to peacekeeping operations. The incumbent would oversee and coordinate all police selection and recruitment-related issues, including Selection Assistance Team and Special Police Unit Assistance Team visits to field missions, rotation plans and procedures, and predeployment visits to Member States; develop recruitment strategies to meet the demand for recruitment and deployment of individual police officers and formed units; maintain close liaison and coordination with the Member States and DFS, and coordinate briefings on all aspects of police recruitment and selection; ensure proper data management of all United Nations police officers who have served in the United Nations police component; prepare personnel files for the selection of the senior mission leaderships (Police Commissioner and Deputy Police Commissioner and all Professional posts); and provide evaluation analysis, with recommendations for the Police Adviser's further actions.

Police Selection and Recruitment Officers (5 P-4)

141. Under the direct supervision of the Senior Police Selection and Recruitment Officer, the incumbents would focus on the selection and recruitment of police personnel, including formed police units. Moreover, they would participate in predeployment visits to inspect contingent-owned equipment, assess the readiness of formed police unit personnel, coordinate negotiations of memorandums of understanding with Member States, join reconnaissance visits to field missions and

assist the Senior Selection and Recruitment Officer in daily communication with Member States and field missions related to mission-specific United Nations police selection and recruitment.

142. The incumbents would be in charge of standardizing the recruitment and selection of police officers through the development of competency-based profiles; conducting recruitment and outreach efforts to meet identified shortfalls; recruiting thematic police experts (that is, experts in forensics, organized crime, electoral matters, criminal investigations and crime prevention, crowd control management, border/airport/seaport and customs control, and intelligence); intensifying engagement with francophone organizations and countries; maintaining close liaison and coordination with DFS and police-contributing countries through all stages of the contingent-owned equipment process; conducting briefings to Member State and police contributors on all aspects of police recruitment and selection; and preparing all necessary details for the administration of the selection of all the senior leaderships of the police components in the missions.

Police Selection and Recruitment Officers (8 P-3)

143. Under the direct supervision of the Senior Selection and Recruitment Officer, the incumbents would ensure the effective and timely deployment, extensions and rotations of United Nations police, including formed police units in the police components of peacekeeping operations; manage and participate in the Selection Assistance Team and the Special Police Unit Assistance Team; analyse curricula vitae; conduct interviews by phone or video-teleconference; conduct predeployment visits to Member States; develop extension and rotation strategies to meet the demand for individual police and formed units in the field; develop a skill-based roster for senior police personnel; establish staggered police rotation plans in coordination with field missions and Member States to ensure continuity and stable strength in order to mitigate the potential adverse impact on mission mandate implementation and security; maintain close liaison and coordination with DFS and police-contributing countries through all stages of the deployment, extension and rotation of police personnel; carry out substantive vetting of candidates through the conduct of preliminary interviews to assess their suitability; conduct briefings to Member State and police contributors on all aspects of police deployment, extension and rotation; provide for timely rotations and extensions; ensure strict adherence to the performance appraisal policy for any extension requests; coordinate the medical records process with the United Nations Medical Services Division, and ensure a medical tracking mechanism within the Police Division.

Administrative Assistant (GS (OL))

144. Under the direction of the Chief of the Mission Management and Support Section, the Administrative Assistant would provide administrative and secretarial support, conduct all administrative support activities, including filing, photocopying and distribution tasks, referring written and verbal communications and queries to the appropriate person or team, draft correspondence, maintain electronic databases, coordinate travel requests and other travel documentation, organize meetings and prepare briefing materials, and liaise with the appropriate areas within and outside the Division for all other related administrative duties of the Section.

Security Sector Reform Section

145. In its resolution 61/279, the General Assembly approved a capacity of five posts (1 P-5, 2 P-4, 1 P-3, 1 GS (OL)) for the security sector reform placed in the Office of the Assistant Secretary-General for Rule of Law and Security Institutions. In its 2008 report (A/62/19), the Special Committee for Peacekeeping Operations recognized the need to establish a security sector reform unit in the Office of Rule of Law and Security Institutions and, as reflected in the report on strengthening the capacity of the United Nations to manage and sustain peacekeeping operations (A/63/702), it is proposed to create a Security Sector Reform Section within the Office.

Security Sector Reform Programme Officer (research and guidance development) (P-3)

146. Five peacekeeping operations are explicitly mandated by the Security Council to support national SSR efforts, while six others are so mandated and currently engage in SSR-related activities, including assistance with security sector reviews and planning; development of restructuring plans for components of security sectors; provision of limited support to defence sector reform, support for management and oversight bodies, and advice to national SSR coordination bodies. The number of peacekeeping operations and other United Nations actors that are currently supporting national SSR efforts is growing. Consequently, requests from the field for Headquarters support for SSR are rapidly increasing in both number and frequency.

147. Given the significant and growing demands from peacekeeping operations for SSR support, together with limited SSR expertise in the field, the SSR Section is under extreme strain. The Section requires additional capacity to provide the necessary thematic and country-specific assistance to the 11 peacekeeping operations currently supporting national SSR efforts, as well as directly to national authorities, when requested, and to engage in contingency planning for new missions (for example, in Somalia). In its 2008 report (A/62/19), the Special Committee on Peacekeeping Operations encouraged the Secretariat to elaborate guidelines on SSR and stressed the importance of lessons learned and best practices in this regard. The SSR Section also requires additional capacity to deliver on these important priorities.

148. It is proposed, accordingly, to establish a new position of Security Sector Reform Programme Officer (P-3). While providing additional capacity to assist two peacekeeping operations — MONUC and BINUB — to support national SSR efforts, the Officer would provide technical expertise for the identification of best practices and lessons learned from a wide range of United Nations and other actors, and would assist the SSR Section, in consultation with Member States, in the development of United Nations technical guidance on SSR in priority areas.

149. In addition, the Officer would respond to demands from peacekeeping operations for the development of adequate United Nations human and financial SSR resource capacities. In this regard, the Officer would assist DFS in preparing standardized job descriptions and recruitment of SSR experts, and lead in the development of a United Nations roster of senior SSR experts. The Officer would also provide technical assistance to SSR teams in peacekeeping operations in the area of monitoring and evaluating SSR programmes and projects.

150. Should this post not be approved, existing members of the SSR Section would need to collect and analyse best practices and lessons learned to inform the development of all priority United Nations SSR guidance materials. Moreover, existing staff would need to provide the much needed technical support to MONUC and BINUB. It should be noted that the role of MONUC in supporting the nationally led SSR process is likely to intensify and given the small size of the MONUC SSR team, the need for support from Headquarters is likely to be significant. Other staff would also need to lead on human resources development. Furthermore, the team would lack capacity in the area of monitoring and evaluating SSR programmes and projects, and would find it extremely difficult to provide support to peacekeeping operations in this area. In turn, the effectiveness of United Nations support to national SSR efforts would be limited.

Criminal Law and Judicial Advisory Section

Chief of Service (D-1)

151. CLJAS is currently headed and managed by a Chief at the P-5 level. A Director-level post of Chief (D-1) is requested to lead, manage, represent and provide direction for the increasingly strategic and cross-cutting nature of CLJAS activities. Establishing this post would provide two important improvements to the managerial structure of the Section. First, it would allow the current Chief (P-5) to manage and oversee the work of the judicial officers within a sub-pillar for justice, which is necessary given the strategic importance of justice sector work in peacekeeping operations. Secondly, it would allow the head of CLJAS to focus on strategic-level priorities that cut across the rule of law, justice and corrections areas, providing strategic direction to missions, DPKO leadership and the sub-pillars for justice and corrections, leaving more routine matters to the heads of each sub-component. Establishment of this post is commensurate with the more than 400 judicial and corrections posts in 11 peace operations, as well as with the size of CLJAS. Without this post, the justice and corrections areas would lack the strategic direction needed in the rule of law area and would continue to suffer from a flat and ineffective organizational structure.

Judicial Affairs Officer (P-4: transfer of post from the Office of the Assistant Secretary-General for Rule of Law and Security Institutions)

152. CLJAS seeks to upgrade its Judicial Affairs Officer post (P-3) to the P-4 level through an exchange with the Office of the Assistant Secretary-General described above. This would allow the Service to provide a higher level of expertise and experience in strengthening judicial and legal systems in post-conflict contexts. CLJAS must improve its capacity to provide technical, strategic and operational guidance and direction to justice components of peacekeeping operations (which are headed by chiefs at the senior Professional and D-1 levels). The incumbent of the P-4 post would support the CLJAS commitment to expanding the development and dissemination of high-quality judicial and legal system guidance, supporting missions to develop work plans and enhance their reporting templates, and promoting the use of comprehensive training materials, best practices tools and broad-based sharing of knowledge and lessons learned. He or she would also participate in assessment missions to review the work of justice components of peacekeeping operations and make recommendations on improving the effectiveness of justice programming. In addition, the incumbent would conduct technical

assessment reviews of candidates for senior-level Judicial Affairs Officer posts in the field.

Chief of the Corrections Section (P-5)

153. Supporting national authorities to strengthen their prison systems has become one of the most important elements in many peacekeeping operations. Commensurate with the strategic importance of this work, the level of activity and its complexity, a senior-level post at the P-5 level is required to lead the CLJAS corrections team. Establishment of a post of Chief of the Corrections Section (P-5) would bring the requisite strategic guidance and experience to the Department's corrections work. In addition, pursuant to the Secretary-General's decision of 24 November 2006, DPKO has the global lead within the United Nations system for strengthening prison systems and providing expertise on prison matters to other United Nations departments, agencies and funds. Within DPKO, this responsibility is undertaken by CLJAS. Establishing the post of Chief of the Corrections Section would better facilitate DPKO support to corrections matters within the United Nations system as a whole. Should this post not be approved, the CLJAS corrections team would operate with an excessively flat management structure that would contribute to inefficiencies in the provision of corrections support to peacekeeping operations.

Administrative Assistant, Corrections Section (GS (OL))

154. To support the expanding work of the corrections team, an additional Administrative Assistant post (GS (OL)) is requested to provide administrative support to members of the Section, in particular in arranging the selections and deployments of seconded Corrections Officers to 10 field operations, scheduling meetings and interviews, and assisting with the organization of annual workshops and conferences. Should this post not be approved, the Corrections Section would have only limited administrative support and would be responsible for its own administrative tasks, including travel authorizations, documentation and planning, and the organization of meetings and seminars and other secretarial and administrative functions.

Disarmament, Demobilization and Reintegration Section

Policy and Planning Officer (P-3: conversion from general temporary assistance to a post)

155. It is proposed to convert the general temporary assistance position of Disarmament, Demobilization and Reintegration Coordination Officer (P-3) to a post. The Officer would provide Headquarters support to the DDR and community violence reduction operations carried out by UNMIS and MINUSTAH and set up the DDR section in UNAMID. He or she would also carry out policy development and establish a DDR monitoring and evaluation capacity.

156. Should this post not be approved, other staff members would have to cover the backstopping of UNMIS and MINUSTAH as well as the planning for UNAMID and MINURCAT (DDR in Darfur would have to include a cross-border dimension in Chad). It should be noted that the DDR programme in the Democratic Republic of the Congo is expected to include 130,000 cases and other missions with DDR mandates are also expected to increase their DDR-related activities. The current

capacity does not allow for adequate Headquarters support to all the DDR programmes given the large-scale and complexity of some of these DDR operations (UNMIS and MONUC in particular) and for provision of DDR assistance for new and envisaged United Nations peacekeeping operations. Moreover, there would not be any capacity to carry out policy development and establish a DDR monitoring and evaluation capacity.

157. The Section is backstopping eight DDR programmes in seven peacekeeping operations (there are two programmes, one dealing with the foreign armed groups and the other with Congolese armed groups, in the Democratic Republic of the Congo) and continues to conduct contingency planning for possible DDR activities in four countries. General temporary assistance funding was provided for a Coordination Officer at the P-3 level in the last two budget cycles and the need for an additional DDR Coordination Officer has remained constant given the increasing workload on DDR-related issues. The proposed post at the P-3 level would satisfy the continuing increase in the demand for operational support of peacekeeping missions.

(e) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
Posts	$16 584.0	($385.9)	(2.3%)

158. The provision of $16,584,000 would cover salaries, common staff costs and staff assessment for the 75 continuing posts and 31 proposed new posts. The variance is attributable to increased standard costs, the proposed establishment of new posts, with the application of delayed recruitment factors of 7 per cent and 5.2 per cent to the computation of requirements for the continuing Professional and General Service posts, respectively, and the transfer of 27 posts from the Police Division to UNLB. The application of the delayed recruitment factors used for the continuing Professional and General Service posts to the computation of requirements for the proposed new posts would result in total resource requirements under the above heading in the amount of $19,061,400.

	Cost estimates	*Variance*	
General temporary assistance	$204.7	$120.8	144.0%

159. It is proposed to establish a general temporary assistance position of Public Information Officer (P-4) for 12 months in the Office of the Assistant Secretary-General for Rule of Law and Security Institutions. The incumbent would provide dedicated public information services requiring skills to raise awareness of the significance of rule of law initiatives in peacekeeping contexts. Rapid rule of law initiatives are deemed essential to early stabilization in post-conflict settings and lasting peace and security, to strengthen awareness of the United Nations efforts in the field of rule of law throughout the United Nations system, among Member States and within the host country population and the broader international public, and to develop public information strategy in this area focused on justice, corrections, DDR and SSR.

160. The incumbent of the position would work in close collaboration with the Public Affairs Unit in the Office of the Under-Secretary-General for Peacekeeping

Operations and with DPI to develop and implement communications campaigns that highlight rule of law initiatives in the field and at Headquarters. He or she would provide or arrange media training for senior field and Headquarters staff, design and launch Intranet and Internet sites that spotlight DPKO rule of law mandates and initiatives, prepare and manage awareness campaigns, press conferences and other outreach activities and information products, including press releases, targeted brochures, reports and articles. He or she would also build a library of film and photographs to be used in publications or televised opportunities, organize media coverage of key events and produce the DPKO *UN Police Magazine*. In addition, the incumbent would maintain close ties with the public information components of field missions and arrange press visits to missions.

	Cost estimates	*Variance*	
Consultants	$1 000.0	$1 000.0	—

161. DPKO and the Office of the United Nations High Commissioner for Human Rights, in coordination with other United Nations stakeholders and the World Bank, initiated in June 2008 the development of United Nations Rule of Law Indicators (formerly, United Nations Rule of Law Index (see A/61/858/Add.1, paras. 222 and 223)). The objective of this initiative is to identify the strengths and challenges of the rule of law sector in a given country in order to assist national authorities in their rule of law reform efforts, including the development of national rule of law strategies. In addition, the United Nations Rule of Law Indicators would assist donors and other stakeholders in better planning their rule of law support programming. Such a set of indicators could be used, if and when agreed by the Government concerned, to obtain information regarding law enforcement agencies and the judicial and prison systems in a given country, and the transformation of these institutions over time. It will focus on criminal justice institutions and legislation owing to their importance for peace and security in post-conflict settings. The tool will be completed by 30 November 2009, after being tested in Haiti and Liberia. Consultancy funds will be required to ensure the implementation of the United Nations Rule of Law Indicators in five countries with peacekeeping operations starting on 1 January 2010.

	Cost estimates	*Variance*	
Official travel	$1 248.7	$120.6	10.7%

162. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Political consultations/ coordination with external entities	460 300	10 key United Nations events and specialized consultations with United Nations departments, agencies, funds, programmes and other entities, as well as regional and subregional organizations to plan joint activities and articulate lead roles in the areas of rule of law and security institutions 20 consultations with States members of the Security Council, the General Assembly, other intergovernmental bodies and Groups of Friends to provide updates on the rule of law and security institutions 10 briefings on SSR to Member States, including the Group of Friends of SSR, various United Nations departments, agencies, funds, programmes and regional organizations 6 consultations with Member States (for example, the Group of Friends of the Rule of Law) to provide updates on the development of judicial, legal and prison systems 15 briefings on DDR to representatives of various United Nations departments, agencies, funds, programmes, Member States, international financial institutions, regional organizations and other entities
Mission planning	439 700	1 joint inter-agency assessment mission to review the implementation of SSR programmes in 1 field mission 1 assessment visit to support planning for a future SSR programme in 1 new peacekeeping operation Operational visits to 11 peacekeeping operations to provide advice and/or assist justice and corrections components, in coordination with United Nations inter-agency partners
Technical support	348 800	—
Total	**1 248 700**	

163. The provision of $460,300 is proposed for travel to peacekeeping missions to provide on-site support for their mandated rule of law and security activities.

164. The amount of $439,700 is required to conduct mission assessment visits to EU, AU and other political partners to discuss cooperation and related issues on police and law enforcement. The requested provision would also cover travel to strengthen the Division's relationship with policy centres, research institutes, universities and Member States.

165. The provision of $348,800 is requested for the travel of the Police Division staff to support police-contributing countries in the selection of qualified Police Officers and formed police units for deployment to the United Nations peacekeeping operations, travel of the staff of the Office of the Assistant Secretary-General to assess implementation of new and updated technical guidance in the areas of rule of law and security institutions, travel of DDR staff to provide technical assistance in developing new DDR concepts of operations and rolling out the monitoring and

evaluation systems, and travel of SSR staff to conduct evaluations with a view to identifying specific requirements for United Nations Headquarters support.

5. Policy, Evaluation and Training Division

(a) Results-based-budgeting framework

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Tools provided for institutional strengthening for peacekeeping through an integrated capacity for the development of peacekeeping doctrine and guidance, knowledge-sharing, evaluation of performance and peacekeeping training standards and developing frameworks for cooperation with peacekeeping partners

Outputs

Office of the Director

- Provision of policy advice to the Under-Secretaries-General for Peacekeeping Operations and Field Support and senior management of field missions on cross-cutting and emerging issues in peacekeeping
- Establishment and maintenance of partnerships with United Nations and external partners (regional arrangements, international financial institutions and bilateral and multilateral development and humanitarian actors) to support the planning, implementation and transition of multidimensional United Nations peacekeeping operations

Integrated Training Service

- Support for Member States' predeployment training of military and police personnel for United Nations field operations
- Training for senior peacekeeping leaders and managers and predeployment training for field civilian personnel
- Training standards and training guidance provided to Member States, field missions and peacekeeping training providers
- Monitoring of and support for training activities for DPKO and DFS staff in specialist areas as well as mandatory and recommended training courses

Peacekeeping Best Practices Section

- Development of guidance on cross-cutting peacekeeping issues and support to DPKO/DFS policy and guidance development processes
- Maintenance of a knowledge-sharing system for peacekeeping and analysis and dissemination of good practices
- Provision of policy and technical guidance on gender mainstreaming in peacekeeping, HIV/AIDS, civil affairs and child protection
- Operational support to Best Practices Officers and Gender and HIV/AIDS Units in field missions
- Conduct of evaluations of peacekeeping programmes and subprogrammes in field missions, DPKO and DFS and support for self-evaluations

External factors

Member States will provide the necessary political support and resources required to implement activities of the Division

(b) Human resources requirements

Category	*2008/09*	*2009/10*	*Change*
Professional and above			
Under-Secretary-General	—	—	—
Assistant Secretary-General	—	—	—
D-2	1	1	—
D-1	2	2	—
P-5	4	7	2
P-4	17	21	4
P-3	11	16	5
P-2/P-1	1	1	—
Subtotal	**36**	**48**	**11**
General Service and other			
Principal level	—	—	—
Other level	12	13	1
National staff	—	—	—
Field Service	—	—	—
Security Service	—	—	—
Subtotal	**12**	**13**	**1**
Total	**48**	**61**	**12**

(c) Financial resource requirements

(Thousands of United States dollars)

Category	*Expenditures (2007/08) (1)*	*Apportionment (2008/09) (2)*	*Cost estimates (2009/10) (3)*	*Variance*	
				Amount (4)=(3)-(2)	*Percentage (5)=(4)÷(2)*
I. Post resources	6 787.7	7 782.0	10 631.0	2 849.0	36.6
II. Non-post resources					
General temporary assistance	373.3	1 287.3	373.8	(913.5)	(71.0)
Consultants	404.4	708.4	944.4	236.0	33.3
Official travel	2 391.9	2 521.6	3 630.1	1 108.5	44.0
Other supplies, services and equipment	929.0	871.6	880.6	9.0	1.0
Subtotal II	**4 098.6**	**5 388.9**	**5 828.9**	**440.0**	**8.2**
Total I and II	**10 886.3**	**13 170.9**	**16 459.9**	**3 289.0**	**25.0**

(d) Justification of posts

Office of the Director

Partnerships Section (conversion of 1 P-5, 1 P-4, 1 GS (OL) general temporary assistance positions to posts)

166. Member States have strongly encouraged deeper and more effective partnerships for peacekeeping. The 2005 World Summit Outcome document supported a stronger relationship between the United Nations and regional and subregional organizations, including the expansion of consultation and cooperation through formalized agreements between the respective secretariats; strengthened operational cooperation; and support to peacekeeping capacity development (General Assembly resolution 60/1, paras. 93 and 170).

167. The General Assembly, in its resolution 61/276, stressed the importance of close collaboration with partners, both inside and outside the United Nations system, including partnerships with regional organizations. In its resolution 61/279, the Assembly decided to locate the Partnerships Section (comprising 1 P-5, 1 P-4 and 1 GS (OL) general temporary assistance positions) in the Policy, Evaluation and Training Division of DPKO. This capacity responds to the growing demand from Member States, field missions and the senior management of DPKO and DFS for strengthened strategic partnerships with key regional entities, development and humanitarian actors, and other peacekeeping partners, both within the United Nations system and externally.

168. The post-conflict environment involves a wide range of actors that are crucial to the successful planning, implementation and timely withdrawal of United Nations field operations. Effective partnerships with these actors are important for the efficient use of limited resources and the avoidance of costly duplication. In recent years, United Nations peacekeeping has begun to examine how it can establish a range of strategic partnerships that translate into effective operational cooperation on the ground. This effort has become all the more crucial in the light of sustained global demand for peacekeeping. Strong partnerships allow United Nations peacekeeping operations to focus on core-mandated areas of activity while ensuring that the comprehensive support necessary is delivered and the provision of long-term support is in place when peacekeepers depart.

169. Since its establishment in early 2008, the partnership capacity has provided the two Departments with a dedicated capacity for the management and development of strategic partnerships. In particular, it provides a capacity to initiate and maintain predictable frameworks and modalities with internal and external partners; a mechanism to establish linkages across partnerships, for example, World Bank-UNDP-peacekeeping collaboration; a single point of contact and repository of information for partners on peacekeeping matters, and a capacity to ensure coherence and coordination across both Departments with regard to partnerships.

170. United Nations peacekeeping operations are increasingly mandated to support restoration of State authority, coordination of security and development assistance, and facilitation of early recovery, in particular the initiation of economic development. Fulfilment of these tasks cannot and should not be accomplished by DPKO alone; rather, it should be achieved through the concerted efforts of all peace, security and development actors. This, in turn, requires increased understanding within DPKO and DFS of the roles and operations of development and other actors

to improve the interface with them. There is also the need for enhanced coordination and collaboration between peacekeeping operations and United Nations country teams.

171. The partnerships capacity has been able to establish early and/or enhanced partnership frameworks with key United Nations system partners, such as UNDP, and international financial institutions, in particular the World Bank. These partnerships require dedicated staffing to ensure that commitments under these arrangements are carried forward and incorporated into future and current peacekeeping activities from training to planning and operations. Maintaining regular channels of communication with key partners is also essential to respond to emerging issues and new policy initiatives. Most of the United Nations partners have designated personnel or focal points for this purpose and they, in turn, seek a regular liaison or focal point for their interactions with the two Departments.

172. Given the continuing importance of effective partnerships for peacekeeping, which constitutes a core and growing activity, and the need for sustainable and predictable arrangements, it is proposed to convert the approved general temporary assistance positions (1 P-5, 1 P-4, 1 GS (OL)) to posts. This would allow the partnerships capacity to continue the important work that has begun and build on some of the frameworks and operational arrangements that have already been concluded. Without these resources, the Division would not be able to assist and support the timely development of strategic partnerships in support of peacekeeping and ultimately for the benefit of the countries in which peacekeeping operations are deployed.

Evaluation Section

173. It is proposed to move the Evaluation Section (1 P-5, 1 P-4, 1 GS (OL)) from the Peacekeeping Best Practices Section to the Office of the Director. This initiative is to ensure that there is no conflict of interests between PBPS, which has the responsibility for developing or coordinating DPKO and DFS policy processes, and the Evaluation Section, which focuses on assessing the design and sufficiency of the policies. The move would also enable evaluation to feed more directly into the DPKO/DFS policy development, training and evaluation cycle. The proposed realignment would conform with the guidance provided by OIOS for evaluation capacities, which notes that evaluation should be located independently from other management functions and with direct access to the appropriate level of decision-making. The appropriate level in this case is the Director of the Policy, Evaluation and Training Division, who is responsible for providing support in these areas to both DPKO and DFS.

Peacekeeping Best Practices Section

Coordination Officers (conversion of 2 P-3 general temporary assistance positions to posts)

174. Over the past few years, DPKO has supported a substantial effort to improve its body of operational level guidance for field practitioners in peacekeeping as one of the five priority areas of reform in "Peace Operations 2010". The Policy, Evaluation and Training Division is responsible for developing and coordinating the lessons learning, doctrine and guidance development effort of DPKO and DFS, as well as the evaluation of its impact.

175. The management of an effective learning and guidance development capacity for both Departments is the core function of the Division's Peacekeeping Best Practices Section, at present provided through general temporary assistance funding for two positions at the P-3 level. These two positions are augmenting a small three-member team (Coordination Officer (P-4), Political Affairs Officer (P-3) and Associate Political Affairs Officer (P-2)) for guidance development and have been indispensable in supporting the development of departmental policy directives, standard operating procedures and guidelines, such as the United Nations Peacekeeping Operations: Principles and Guidelines issued in January 2008, and various operational policies and guidance materials.

176. The identification of lessons learned and the development of related guidance is a core function of the Division, and increasing numbers of materials have been produced by the two Departments to improve the conduct of peacekeeping. In the past three years, over 70 guidance documents and large numbers of internal knowledge management materials, such as end-of-assignment reports, after-action reviews, lessons learned studies and surveys of practice, have been produced. These materials are being used in the training programmes and in the evaluations of the effectiveness of the policies by the Division's evaluation capacity. In some cases, policy and guidance are jointly developed with other parts of the United Nations system, such as DPA and the Office of the United Nations High Commissioner for Human Rights. As an indication of value to staff members, more than 150,000 guidance and related documents have been downloaded by field personnel from the Department's Intranet, where these materials are readily available for their use.

177. To respond appropriately to the constant and growing need for guidance materials for complex peacekeeping activities, it is proposed to convert the two Coordination Officer (P-3) general temporary assistance positions to posts. The conversion would allow the Section to provide the necessary support to the guidance development and lesson-learning processes of field missions and both Departments, and in producing specific cross-cutting operational policy and guidance materials for peacekeeping, as well as to ensure that it can attract and retain high quality staff and avoid high turnover of staff resulting from the temporary nature of their employment.

178. This ongoing capacity is particularly important given the Division's additional workload of supporting two large Departments, field missions and Member States. The Coordination Officers liaise with Member States, United Nations system bodies and external partners to ensure appropriate levels of consultation and input from all peacekeeping partners. Without the ongoing support of the two posts, the Peacekeeping Best Practices Section would be unable to sustain its current level of activity in this core function. This would result in significant delays in the development of priority guidance development projects, such as the field support doctrine for DFS, the revised policy on civil-military liaison, and the required reviews of the policies on authority, command and control; joint operations centres and joint mission analysis centres; and the United Nations Peacekeeping Operations: Principles and Guidelines. It would also result in reduced methodological and advisory support to specialist guidance development in such areas as mission liquidation, telecommunications, policing and rule of law, integrated mission planning and crisis management.

Integrated Training Service

SMART Resource Team (GTA conversion of 1 P-4, 1 P-3)

Programme Manager (P-4)

179. The need to establish a high level of ethical behaviour and accountability to address recent issues in some peacekeeping missions, including the improvement of work processes and procedures, effective and efficient administration and financial management of peacekeeping operations cannot be overemphasized. The SMART programme has been initiated to equip staff with a prescribed level of competence in administrative support functions; to strengthen managerial and fiduciary responsibilities by highlighting accountability for decision-making; and to create a systematic method, by providing certification, of developing and advancing mid-level and above Professional and Field Service staff to successive levels of responsibility. An interactive programme, SMART facilitates non-linear learning through e-learning modules, communities of practice and workshops that mirror the challenges of the mission environment.

180. The Programme Manager (P-4) would ensure overall management and coordination of DPKO and DFS SMART programme. The incumbent would liaise with senior managers in administrative functional areas in peacekeeping operations to capture recent developments in peacekeeping for their incorporation into the programme. He or she would ensure the collection and analysis of relevant management decisions and their practical application, such as steps towards the strengthening of internal controls or undertaking of management reviews; newly developed accountability, oversight and control mechanisms; and the ways in which current mission practices are implemented within established rules, regulations and guidelines.

181. With respect to career development and certification, the Programme Manager would continue to work closely with OHRM in DM and with the DFS Field Personnel Division to ensure that policy developments mirror and complement the SMART designation programme content, including issues of adequate succession planning and senior field management clearance by DM.

182. Without the approval of this position, DPKO/DFS would lose their opportunity to support senior mission management in key operational areas through the SMART programme. The programme would also risk losing the vital momentum among staff and management and donor support already generated by efforts to date. Moreover, the team would suffer a lack of leadership and a channel of communication with Headquarters counterparts, including DM, as well as with senior managers in the field (mostly at the P-5–D-1 levels) whom this team focuses on serving. In the longer term, the Departments would lose an opportunity to equip their senior administrators with an improved awareness of fiduciary responsibilities and to provide a sound basis for the designation of staff performing significant managerial functions.

183. This post is required to respond to the continuous need for management of the SMART programme, in particular because the programme aims to deliver the completed senior management certification programme to 120 senior managers.

Policy Officer (P-3)

184. The incumbent would liaise with senior managers in administrative functional areas in peacekeeping operations to collect information on emerging challenges and establish and maintain an information management system to record such challenges. He or she would also liaise with offices and units in DFS and DPKO to ensure coherence of efforts related to management and administrative issues. Decisions by Member States on policies related to management and accountability in the areas of procurement, financial management and budgeting, human resources management and mission planning would be monitored by the Policy Officer. The incumbent would also be required to assist the Programme Manager in all activities related to the management of the SMART programme. Without the approval of this post, the programme may lose the benefit of institutional memory built throughout the pilot stage and vital momentum required in the finalization of the e-learning modules prior to the launch of the programme.

185. This post is required to ensure that SMART can exist as a continuous programme, by incorporating lessons learned, policy updates and new rules and regulations into its training to provide the level of managerial direction and operational support required by senior managers to effectively and efficiently implement their mission mandates.

Transfer of posts from UNLB (Training Officers: 1 P-5, 2 P-4, 2 P-3)

186. It is proposed to relocate five Professional posts from the training team located at UNLB to Headquarters in New York. These posts include one Civilian Training Officer (P-5), two seconded Military Training Officers (1 P-4, 1 P-3) and two seconded Police Training Officers (1 P-4, 1 P-3). The remainder of the team (1 P-4, Civilian Training Officers (P-3), 2 local administrative support personnel) would continue to operate from UNLB to deliver the mandatory civilian predeployment training.

187. Shortly after the Integrated Training Service was established in November 2005, which brought together in one integrated service all the separate training capacities that existed in the Department (mainly civilian and military) prior to that date, the General Assembly approved the Secretary-General's proposal to transfer the training team consisting of seconded military and police officers and civilian trainers to UNLB. The transfer was intended to take advantage of the Base's proximity to missions in Africa and Europe and the training facilities that existed at UNLB. The expected efficiency gains included reduced travel costs and time for predeployment and other training.

188. With the restructuring of DPKO in 2007, including the creation of the Policy, Evaluation and Training Division, comprising the Integrated Training Service to support DPKO and DFS, field missions and Member States, a comprehensive needs assessment of peacekeeping training was conducted and a strategy for the United Nations peacekeeping training that would best meet those needs was formulated (see report of the Secretary-General on the progress of training in peacekeeping (A/63/680)). As detailed in that report, the strategy focuses on priority areas where a small, centralized service could make an effective contribution, rather than attempting to meet the wide and varied range of training delivery needs that exist in peacekeeping operations.

189. In accordance with the strategy, ITS has reorganized internally to become the strategic focal point for the development of training standards and policy, and the provision of guidance and support to trainers in field missions, Member States training institutions and substantive areas of the two Departments. ITS continues to be responsible for meeting priority peacekeeping training development and delivery needs that cut across functions or affect major areas of peacekeeping, including predeployment training for new civilian field personnel. In this context of realigned priorities and activities, it has been assessed that the maintenance of a relatively large team of 10 staff at UNLB, where only the civilian predeployment training will be conducted by ITS, would not be productive. The bulk of that team, especially the seconded military and police officers who are necessary for enhancing support to Member States and DPKO and DFS substantive offices, would be far more effective in New York. ITS teams for Member States and field mission's support were also not functioning optimally owing to the geographical separation of team members.

190. A smaller team of five staff members (3 Training Officers and 2 Training Assistants) would continue to be based at Brindisi to deliver the predeployment training for newly recruited civilian personnel for field missions.

191. The key considerations that have led to the request for the relocation of the posts to United Nations Headquarters are as follows:

(a) With the strategic role that ITS is playing in training, standard setting and monitoring, as well as training policy development for all categories of personnel (civilian, military and police), there is a need for an additional civilian post at the P-5 level at Headquarters to augment the strategic leadership and managerial capacity of the Service;

(b) The best use of the expertise of the seconded military and police training officers is for them to work directly with the Office of Military Affairs and the Police Division and Member States' representatives on military and police training issues, rather than assisting with the civilian predeployment training. They can do this more effectively and economically from New York, rather than Brindisi.

(e) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
Posts	$10 631.0	$2 849.0	36.6%

192. The provision of $10,631,000 would cover salaries, common staff costs and staff assessment for the 48 continuing posts, 5 posts transferring from UNLB and 7 current general temporary assistance positions converted to posts. The variance is attributable to increased standard costs with the application of delayed recruitment factors of 7 per cent and 5.2 per cent to the computation of requirements for the continuing Professional and General Service category posts, respectively, including posts transferred from UNLB.

	Cost estimates	*Variance*	
General temporary assistance	$373.8	($550.6)	(59.6%)

Coordination Officer (P-3)

193. In June 2008, the Secretary-General's Policy Committee reviewed United Nations efforts to plan and implement an integrated approach to post-conflict situations. The Committee reaffirmed integration as the guiding principle for the United Nations in situations involving the deployment of a multidimensional United Nations peacekeeping operation and/or political mission. It also noted the need for a senior-level mechanism that includes the key United Nations players on integration issues and can ensure the effective implementation of existing decisions and guidelines, and steady progress on the many remaining issues.

194. The Secretary-General approved the Policy Committee's recommendation to establish a senior-level (Assistant Secretary-General level) Integration Steering Group to provide leadership and oversight on key integration issues, including oversight of the Integrated Mission Planning Process Working Group. DPKO was tasked to lead this Group, which is being convened on a regular basis by the Under-Secretary-General for Peacekeeping Operations, with dedicated secretariat support to be provided by the Policy, Evaluation and Training Division.

195. Accordingly, general temporary assistance resources are sought for a Coordination Officer position (P-3) for 12 months to establish the secretariat support function for the Integration Steering Group and to provide support to this important new mechanism in the critical first year of its functioning.

Child Protection Officer (P-4)

196. In 1999, the Security Council requested the Secretary-General to incorporate child protection into peace operation mandates when appropriate (see resolution 1261 (1999)). The first Child Protection Adviser (CPA) was deployed to UNAMSIL in 2000 and since then Child Protection Advisers are currently deployed in six peacekeeping missions. CPAs are responsible for advising the Special Representative of the Secretary-General and the mission on child protection functions within the mission, most notably with the military and police.

197. In the seven years since Child Protection Officers have been deployed, there has been little dedicated guidance, coordination or backstopping for them from United Nations Headquarters. The Peacekeeping Best Practices Section has taken the first steps in providing this by identifying the need for policy and best practice guidance for field Child Protection Officers. This has been achieved through a Child Protection Officer located in PBPS, funded by 10 months of general temporary assistance in the 2008/09 support account budget. In that time, the Officer has provided direct guidance and support to CPAs in the field and made good progress in identifying the roles and responsibilities of CPAs in peacekeeping missions through close consultations with field CPAs and other partners involved in child protection. However, additional time and resources are required to complete the work on identifying child protection policy priorities, developing a clear framework of guidance for CPAs, reviewing the current terms of reference for CPAs and resolving outstanding issues identified in a 2007 lessons learned study on CPAs. To complete these tasks, the continuation of the general temporary assistance position at the P-4 level is sought so that a coherent strategy for child protection across

missions can be developed and implemented and the impact of DPKO child protection initiatives monitored and assessed.

	Cost estimates	Variance	
Consultants	$944.4	$236.0	33.3%

198. The consultancy requirements for 2009/10 are as follows:

(United States dollars)

Expertise	*Person/ month*	*Amount*	*Output reference*
Mission planning and assessment	—	113 500	Conduct of evaluations of peacekeeping programmes and subprogrammes in field missions, DPKO and DFS and support for self-evaluations
	—	830 900	Support for Member States' predeployment training of military and police personnel for United Nations field operations
Training (Integrated Training Service)			Training for senior peacekeeping leaders and managers and predeployment training for field civilian personnel.
Total		**944 400**	

199. The provision of $944,400 under the above heading includes an amount of $113,500 to cover the conduct of evaluations of peacekeeping programmes and subprogrammes in field missions, DPKO and DFS and support for self-evaluations by the Policy, Evaluation and Training Division in order to provide DPKO and DFS with a comprehensive assessment and internal evaluation mechanism to assist in the effective management of field missions. A senior official (a former Special Representative of the Secretary-General/Deputy Special Representative of the Secretary-General, General or Police Commissioner) with the requisite experience and qualifications would lead and conduct mission evaluations and provide impartial and objective reports on the ability of missions to effectively implement Security Council mandates and manage and administer their resources in accordance with United Nations policies and rules. The consultants would lead a team comprising members of the Evaluation Team of the Policy, Evaluation and Training Division, additional specialists drawn from DPKO and DFS, as well as from other departments of the Secretariat, as required. The teams would visit missions being evaluated as well as other locations, such as UNLB, as needed. At the conclusion of the evaluation visits, the consultants would lead the preparation of a comprehensive evaluation report, including the identification of remedial actions to be taken by DPKO, DFS and peacekeeping missions.

200. The provision of $830,900 is required for subject-matter experts and specialist trainers to develop training products on substantive areas of peacekeeping operations and conduct pilot training courses following the newly developed training curricula. These training products would support areas such as the integrated mission planning process, integrated operational teams, the Leadership and Management Development Programme, United Nations Police Training, Peacekeeping Best Practices and various technical areas in DPKO and DFS. In addition, the provision

would cover engagement of external consultants to function as facilitators at workshops and as resource persons for the SMART training programme.

	Cost estimates	*Variance*	
Official travel	$3 630.1	$1 108.5	44.0%

201. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Political consultation (Office of the Director)	30 800	Establishment and maintenance of partnerships with United Nations and external partners (regional arrangements, international financial institutions and bilateral and multilateral development and humanitarian actors) to support the planning, implementation and transition of multidimensional United Nations peace operations
Mission assessment and planning (Office of the Director)	66 500	Provision of policy advice to the Under-Secretaries-General for Peacekeeping Operations and Field Support and senior management of field missions on cross-cutting and emerging issues in peacekeeping
Mission assessment and planning (OD)	313 100	Conduct of evaluations of peacekeeping programmes and subprogrammes in field missions, DPKO and DFS and support for self-evaluation
Mission assessment and planning (PBPS)	91 900	Provision of policy and technical guidance on gender mainstreaming in peacekeeping, HIV/AIDS, civil affairs and child protection Operational support to Best Practices Officers and Gender and HIV/AIDS Units in field missions Conduct of evaluations of peacekeeping programmes and subprogrammes in field missions, DPKO and DFS and support for self-evaluation
Technical support (PBPS)	40 600	Development of guidance on cross-cutting peacekeeping issues and support to DPKO/DFS policy and guidance development processes Maintenance of the knowledge-sharing system for peacekeeping and analysis and dissemination of good practices
Political consultations (PBPS)	40 300	Development of guidance on cross-cutting peacekeeping issues and support to DPKO/DFS policy and guidance development processes Provision of policy and technical guidance on gender mainstreaming in peacekeeping, HIV/AIDS, civil affairs and child protection
Workshop/seminar (PBPS)	76 200	Provision of policy and technical guidance on gender mainstreaming in peacekeeping, HIV/AIDS, civil affairs and child protection

Type of travel	*Amount*	*Output reference*
Integrated Training Service	2 970 700	
Total	**3 630 100**	

202. The provision of $30,800 would cover travel to undertake political and strategic consultation and coordination with various political actors and United Nations system partners.

203. The provision of $66,500 would cover staff travel from the Office of the Director to peacekeeping missions to consult with senior mission managers, peacekeeping partners and United Nations funds and programmes and external entities on cross-cutting and emerging issues in peacekeeping to be able to advise the Under-Secretary-General on priorities, actions and challenges. An amount of $313,100 is requested to cover travel for the evaluation team to undertake mission evaluations. Four field mission evaluations are planned and each is undertaken with a team of up to eight staff members drawn from DPKO, DFS and, on occasion, other departments such as DPA and DSS. The travel of the entire team is funded from the evaluation budget. In addition, the funds will be used to support follow-up visits to missions which are conducted by one to two staff members, and to provide an on-call capacity to undertake evaluations in response to emerging issues. An amount of $30,800 is required for the Partnership team's travel to attend meetings with regional organizations, United Nations system partners and international and multilateral financial institutions for consultative and coordination meetings aimed at concluding new strategic frameworks and agreements or deepening existing operational and strategic relationships.

204. The amount of $91,900 provides for staff from various areas of the Peacekeeping Best Practices Section (including Guidance, Gender, HIV and Civil Affairs) to travel to missions to undertake consultation with field counterparts, mission planning and assessment. Furthermore, the provision of $40,300 provides for staff from various areas to travel to conferences and meetings to undertake consultations, discussions and coordination with political actors and the United Nations system partners. The amount of $40,600 for technical support is to enable staff to make targeted, short-term visits to missions so as to assist with the roll-out of high-priority guidance materials in the field and the collection and exchange of good practices between missions. The provision of $76,200 is requested for PBPS staff from various areas, including Guidance, Policy Planning, Child Protection and the office of the Chief of the Section, to travel to workshops, seminars, conferences and retreats, and discussion related to their areas of expertise.

205. The amount of $2,970,700 is requested for the planned travel activities of the Integrated Training Service, including provision of assistance to Member States in predeployment training of uniformed personnel deploying to United Nations peacekeeping operations. The training activities would include: training of trainers courses for uniformed personnel from Member States and regional organizations, senior leadership courses, courses for planners, a course for military and police advisers from permanent missions, support to regional and international peacekeeping training exercises organized by Member States, participation in peacekeeping training conferences organized by Member States and international organizations, lectures at peacekeeping training centres organized by Member States

and international organizations, training recognition processes to assess peacekeeping training courses conducted by Member States and international organizations, and support for the travel of trainees from emerging troop- and police-contributing countries to participate in recognized courses. The planned activities are also to enhance mission readiness by improving staff skills with regard to training, evaluation, mission exercise processes, mission management, leadership, codes of conduct and standards of behaviour. This would involve providing support to United Nations civilian predeployment induction training courses for civilian field personnel, training activities for Integrated Mission Training Centres, mission training evaluations, senior leadership induction programme courses and training support for mission start-ups.

206. Moreover, the activities of the Integrated Training Service include the development, update and distribution of United Nations standardized training modules to Member States, field missions, regional organizations, United Nations partners and peacekeeping training organizations. These activities would include workshops to develop training curricula in thematic areas relevant to peacekeeping, review workshops to update standardized training materials, pilot training courses on newly developed training material, development of e-learning modules on issues relevant to peacekeeping and management of the publication of peacekeeping training materials. Workshops are conducted in Member States and field missions to maximize the input and ownership of the training materials (including e-learning modules) being developed. Subject-matter experts, relevant Headquarters staff and mission personnel must travel to these workshops/seminars to be able to contribute and participate in the development process. Pilot courses are conducted again in field missions or in the troop-contributing/police-contributing countries.

207. In addition, the development of multi-skilled, versatile staff members through career development training promoting professionalism, efficiency and continuous learning would be included. Staff development is an ongoing process and a priority within the Organization, and is aimed at enhancing organizational core values and core competencies. Development of skills would enable staff members to fulfil their individual career aspirations; in this regard, the Integrated Training Service also plans to conduct a Leadership Development Programme for staff at the D-1 and D-2 levels and a Management Development Programme for staff at the P-4 and P-5 levels. The training activities would be conducted in conjunction with the Training Delivery Section of the Integrated Training Service established at UNLB.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$880.6	$9.0	1.0%

208. The provision of $880,600 would cover training fees and supplies in relation to the activities of the Integrated Training Service. The variance is attributable to decreased requirements for training fees and supplies.

(f) Overall human resources requirements for the Department of Peacekeeping Operations

Category	*2008/09*	*2009/10*	*Change*
Professional and above			
Under-Secretary-General	—	—	—
D-2	4	4	—
D-1	10	11	1
P-5	40	42	2
P-4	185	189	4
P-3	86	94	8
P-2/P-1	10	10	—
Subtotal	**335**	**350**	**15**
General Service and other			
Principal level	2	2	—
Other level	88	98	10
Security Service	—	—	—
Subtotal	**90**	**100**	**10**
Total	**425**	**450**	**25**

(g) Overall financial resource requirements for the Department of Peacekeeping Operations

(Thousands of United States dollars)

Category	*Expenditures (2007/08) (1)*	*Apportionment (2008/09) (2)*	*Cost estimates*[a] *(2009/10) (3)*	*Variance*	
				Amount (4)=(3)-(2)	*Percentage (5)=(4)÷(2)*
I. Post resources	48 311.7	64 613.2	76 635.2	12 022.0	18.6
II. Non-post resources					
General temporary assistance	1 319.0	2 135.5	1 177.3	(958.2)	(44.9)
Consultants	652.2	810.4	2 008.8	1 198.4	147.9
Official travel	5 401.5	5 916.8	7 556.2	1 639.4	27.7
Facilities and infrastructure	739.1	592.6	807.3	214.7	36.2
Communications	1 835.8	566.4	649.0	82.6	14.6
Information technology	15 894.7	1 168.8	1 039.0	(129.8)	(11.1)
Medical	3.7	—	—	—	—
Other supplies, services and equipment	1 056.3	1 098.8	1 086.6	(12.2)	(1.1)
Subtotal II	**26 902.3**	**12 289.3**	**14 324.2**	**2 034.9**	**16.6**
Total I and II	**75 214.0**	**76 902.5**	**90 959.4**	**14 056.9**	**18.3**

[a] Includes costs centrally administered by the Executive Office of DPKO and DFS.

B. Department of Field Support

1. Office of the Under-Secretary-General

(a) Results-based-budgeting framework

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Positive comments by Member States on the Department's work, in particular on reforms to peacekeeping and the establishment of new capacities to meet emerging needs of peacekeeping
	1.2 Conduct and discipline addressed in all reports of the Secretary-General to the Security Council on peacekeeping missions, as appropriate

Outputs

- 10 briefings to ACABQ, the General Assembly and other legislative bodies
- 50 meetings with briefings to Member States and regional organizations
- 10 presentations on peacekeeping issues at conferences, seminars and other public forums
- 10 interviews with and briefings to the media
- 12 visits to major financial contributors, key troop- and police-contributing countries and other Member States
- The expedited clearance (within 45 days) of SMART graduates for movement to higher level/selection for Chief of Integrated Support Services/Chief of Administrative Services/Director of Mission Support/Chief of Mission Support positions
- 10 briefings to stakeholders, including Member States, non-governmental organizations and senior Headquarters and mission leadership, on the implementation of the comprehensive strategy to eliminate future sexual exploitation and abuse in United Nations peacekeeping operations and other types of misconduct, and other related specific policies, such as the victim assistance comprehensive strategy and minimum standards for welfare and recreation
- Co-organization of two meetings of the Executive Committee for Humanitarian Affairs-Executive Committee on Peace and Security Task Force on Protection from Sexual Exploitation and Abuse

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Verification of misconduct records for candidates for assignments to peacekeeping missions (2007/2008: 2,700; 2008/09: 3,000; 2009/2010: 2,000)

Outputs

- Records of completed and pending investigations into allegations of misconduct verified for clearance of a daily average of 5 to 10 selected candidates for assignments to peacekeeping missions
- Participation in conferences and seminars related to peacekeeping operations

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Daily guidance provided to conduct and discipline teams in peacekeeping missions (2007/2008: 4 visits; 2008/2009: 4 visits; 2009/2010: 4 visits)

Outputs

- 10 visits to peacekeeping operations to consult with mission leadership and assess the effectiveness and coherence of support for the field
- A centralized database of suitably qualified and diversified persons for leadership positions
- Monthly and quarterly internal reports which monitor and forecast leadership requirements and vacancies in the field for the recruitment of senior leadership posts
- Targeted outreach and partnerships with Member States, professional, governmental and non-governmental organizations and United Nations agencies, funds and programmes, with a view to expanding the candidate pool to better meet key objectives, including gender and geographical distribution
- 48 consolidated responses prepared on the reports of United Nations oversight bodies (OIOS, Board of Auditors and the Joint Inspection Unit)
- 1,090 recommendations of the oversight bodies tracked and reported on through 76 follow-up requests issued to offices of DPKO/DFS and field missions
- 13 consolidated reports prepared on the status of implementation of recommendations of the oversight bodies
- 1 matrix produced, based on review of 109 reports, providing strategic guidance for the conduct of self-assessment reviews of internal control frameworks of 24 missions
- Operational review of the internal control system in 3 missions
- 1 workshop for 24 audit focal points with a view to improving the quality of responses to oversight bodies and increasing closure of recommendations
- Substantive guidance to the field missions on Board of Inquiry-related matters
- Review of all Board of Inquiry cases received at Headquarters for quality assurance and a follow-up on the implementation of Board recommendations at the Headquarters level
- One annual Board of Inquiry workshop at UNLB, comprising Board of Inquiry focal points from the field missions
- Delegation of authority for procurement to all directors of mission support, chiefs of mission support and chief procurement officers
- Amendment proposals to the procurement manual reflecting field needs through the conduct of not less than three regional DFS procurement manual working groups with Chief Procurement Officers
- Attendance and representation of field procurement, as part of the Secretariat team, at High-level Committee on Management-Procurement Network meetings
- Guidance to 16 peacekeeping operations on the assessment of risks and the implementation of risk-mitigation measures, including through the development and dissemination of policies and procedures to address risk issues

- Risk assessment and risk-mitigation measures in 4 peacekeeping operations
- Guidance and oversight for 16 conduct and discipline teams on measures to prevent misconduct, monitoring the application of United Nations standards of conduct, handling of and follow-up to allegations and disciplinary policies and measures for all categories of personnel
- Technical advice and updates on conduct and discipline issues and identification of best practices provided to personnel in conduct and discipline teams through 3 visits to peacekeeping operations
- Biannual reports to senior management of DPKO and DFS on misconduct issues, including statistical data and analysis of trends in occurrences of misconduct in peacekeeping missions
- An estimated 400 investigation reports substantiating misconduct allegations, as received from OIOS and other investigation entities in peacekeeping operations or special political missions, processed and forwarded for disciplinary action by relevant internal or external authorities (United Nations management and Member States)
- Follow-up action on an estimated 400 category I allegations and an estimated 700 category II allegations per year, to be investigated by OIOS or by field mission resources, including Boards of Inquiry cases involving misconduct, in 21 peacekeeping operations or special political missions and UNLB
- Update and distribution of training manuals and reference material on misconduct and related issues to all conduct and discipline teams

External factors

Availability of qualified military, police and civilian candidates for service in peacekeeping operations; cooperation of Member States (troop- and police-contributing countries) in processing misconduct cases; timely receipt of investigation reports from investigation entities

(b) Human resources requirements

Category	*2008/09*	*2009/10*	*Change*
Professional and above			
Under-Secretary-General	—	—	—
Assistant Secretary-General	—	—	—
D-2	—	—	—
D-1	1	1	—
P-5	15	15	—
P-4	13	13	—
P-3	7	8	1
P-2/P-1	1	1	—
Subtotal	**37**	**38**	**1**
General Service			
Principal level	—	1	1
Other level	15	15	—
Subtotal	**15**	**16**	**1**
Total	**52**	**54**	**2**

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2007/08) (1)	Apportionment (2008/09) (2)	Cost estimates (2009/10) (3)	Variance	
				Amount (4)=(3)-(2)	*Percentage (5)=(4)÷(2)*
I. Post resources	5 504.4	8 279.7	9 426.1	1 146.4	13.8
II. Non-post resources					
General temporary assistance	276.4	—	—	—	—
Official travel	327.9	296.0	426.9	130.9	44.2
Subtotal II	604.3	296.0	426.9	130.9	44.2
Total I and II	**6 108.7**	**8 575.7**	**9 853.0**	**1 277.3**	**14.9**

(d) Justification of posts

Office of the Under-Secretary-General

Senior Leadership Appointments Section

Senior Human Resources Assistant (GS (PL))

209. The Senior Leadership Appointments Section was established with a view to providing dedicated support to the appointment of suitably qualified personnel to leadership positions in the field. The core functions of the Section are establishing outreach strategies and expanding partnerships to meet senior-most leadership requirements in peace operations; identifying and monitoring leadership requirements in the field, with a view to improved vacancy management and succession planning on behalf of senior management; supporting the recruitment for civilian core leadership posts, including the development of post profiles, terms of reference, shortlists of candidates as well as the management of offers of appointment; ensuring coordination with relevant Divisions on the briefing of appointees at the Under-Secretary-General and Assistant Secretary-General level; and maintaining a centralized database of highly qualified persons potentially suited for consideration at these levels.

210. There are currently 115 posts in the field at the D-2 level and above (93 posts in peacekeeping; 22 posts in special political missions). The number of field appointments at the Under-Secretary-General and Assistant Secretary-General levels grew from 20, in the previous period, to 36. Approximately 30 terms of reference were prepared and/or facilitated to characterize high-level functions in the field this year, and 13 high-level interview panels were managed and supported by the Section to facilitate the successful appointment of key leadership.

211. The Section currently comprises the Chief of Section (P-5) and two Programme Officers (1 P-4, 1 P-3) supported by one Administrative Assistant (General Service (Other level)). In addition to these continuing requirements, it is proposed to establish a post for a Human Resources Assistant (General Service (Principal level)) to support the Section in meeting high-level operational and administrative requirements. The Human Resources Assistant would develop and update tracking and reporting tools for senior management in support of the monitoring of all field appointments at the senior level. He or she would support all

aspects of human resources management-related work, serving as the Section's focal point with key partners in the appointments and extensions process, in particular with the Executive Office of the Secretary-General, relevant areas of the Field Personnel Division of DFS and OHRM. The Assistant would also provide critical support to the maintenance and updating of a centralized database of highly qualified persons serving the recruitment for lead departments and improved gender and diversity in appointments. This function is neither ad hoc nor temporary in nature but central to the efficient delivery of the Section's outputs.

Conduct and Discipline Unit

Disciplinary Officer (P-3)

212. The Conduct and Discipline Unit currently comprises four Disciplinary Officers (3 P-4, 1 P-3) handling cases of misconduct. Two Officers (1 military officer, 1 police officer) are on secondment and exclusively devoted to military and police misconduct cases. Currently, the Unit has approximately 785 open cases related to civilian personnel in peacekeeping missions at various stages of processing, including cases from previous years which have not yet been closed, representing a workload of some 200 cases per Disciplinary Officer. Urgent cases are prioritized and less serious cases will be handled when time permits. The required follow-up on open cases is not performed systematically, which affects the quality of services applied to all misconduct cases. Delays in the handling of some of the cases have resulted in delayed decisions by OHRM. While there has been a decrease in category I allegations, there has been an increase over the past 3 years in the number of category II allegations.

213. Accordingly, it is proposed to establish a post at the P-3 level for a Disciplinary Officer to enable the Conduct and Discipline Unit to provide timely responses and processing required by the Organization to current cases of misconduct and support the increasing volume and complexity of new cases. The Officer would provide policy guidance and technical advice on the Department's disciplinary procedures relating to civilian mission personnel; review investigation reports and liaise with conduct and discipline teams in the field on individual cases of misconduct to ensure the application of relevant disciplinary procedures; provide advice to conduct and discipline teams in the field on the categorization of allegations of misconduct; liaise with OIOS on category I misconduct cases and assist in providing briefings and training on the Department's disciplinary procedures as well as in the development of procedures and guidance as they pertain to the handling of misconduct cases.

(e) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
Posts	$9 426.1	$1 146.4	13.8%

214. The provision of $9,426,100 would cover salaries, common staff costs and staff assessment for the 52 continuing posts and 2 proposed new posts. The variance is attributable to increased standard costs, the continuation of additional posts approved for 2008/09 in respect of which delayed recruitment factors of 50 per cent (Professional category) and 35 per cent (General Service category) were applied, as well as to the proposed establishment of new posts. The computation of

requirements for all continuing posts reflects the application of projected vacancy rates of 7 per cent and 5.2 per cent for all Professional and General Service category posts, respectively, and 50 per cent and 35 per cent for the proposed new Professional and General Service category posts. The application of the projected vacancy rates used for the continuing Professional and General Service category posts to the computation of requirements for the proposed new posts would result in total resource requirements under the above heading in the amount of $9,561,000.

	Cost estimates	*Variance*	
Official travel	$426.9	$130.9	44.2%

215. The travel requirements for the Office of the Under-Secretary-General in 2009/10 are as follows.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/ assessment/consultation	212 200	10 visits to peacekeeping operations to consult with mission leadership and assess the effectiveness and coherence of support for the field
Mission planning/ assessment/consultation	15 200	Risk-assessment and risk-mitigation measures in 4 peacekeeping operations
Seminars/conferences/ workshops	20 900	Participation in conferences and seminars related to peacekeeping operations
Senior leadership outreach	33 800	Targeted outreach and partnerships with Member States, professional, governmental and non-governmental organizations and United Nations agencies, funds and programmes, with a view to expanding the candidate pool to better meet key objectives, including gender and geographical distribution
Quarterly meetings and High-level Committee on Management	57 600	Attendance and representation of field procurement, as part of the Secretariat team, at High-level Committee on Management-Procurement Network meetings
Technical guidance — misconduct cases (Conduct and Discipline Unit)	46 100	Technical advice and updates on conduct and discipline issues and identification of best practices provided to personnel in conduct and discipline teams through 3 visits to peacekeeping operations
Technical support — improvement of internal control systems	28 000	Operational review of the internal control system in 3 missions
Technical guidance — Board of Inquiry matters	13 100	Substantive guidance to the field missions on Board of Inquiry matters
Total	**426 900**	

216. An amount of $212,200 is proposed for travel of the Under-Secretary-General and the Assistant Secretary-General for Field Support, and one staff member to provide guidance and assistance to missions and strengthen Headquarters support to field operations. The requested provision would also cover travel of the Under-

Secretary-General and the Assistant Secretary-General to participate in peacekeeping-related seminars, conferences and workshops ($20,900), travel of staff to carry out coordinated outreach activities to broaden the pool of suitable candidates, including outreach dedicated to attracting qualified leadership ($33,800) and to conduct risk assessment and assessment of risk-mitigation measures ($15,200).

217. An amount of $57,600 would provide for the travel of two staff members to attend quarterly meetings on procurement regionally hosted by peacekeeping missions and for travel of one staff member to two regional annual meetings of the High-level Committee on Management.

218. A provision of $46,100 is proposed for travel of two staff members to peacekeeping missions to provide updates and technical advice on conduct and discipline issues and to identify best practices.

219. An amount of $28,000 is proposed for the travel of two staff members to peacekeeping missions (MONUC, UNMIS and UNAMID) to review documentation and internal controls and to provide guidance for the improvement of internal control systems.

220. An amount of $13,100 is proposed for the travel of one staff member to peacekeeping missions to conduct operational reviews and provide technical guidance and consultations to focal points for Board of Inquiry matters in those missions.

221. The variance of $130,900 reflects the increase in travel requirements owing to the expanded scope of on-site support to peacekeeping operations.

2. Field Budget and Finance Division

(a) Results-based-budgeting framework

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to make possible fully informed decisions on issues relating to peacekeeping	1.1 Maintenance of a 6-month average processing time (from receipt of mission-certified claim to its approval by the Department) for contingent-owned equipment claims (2007/08: 6 months; 2008/09: 6 months; 2009/10: 6 months)

Outputs

- Processing of contingent-owned equipment, letters of assist and death and disability claims (from receipt of mission-certified claims to their approval by the Department) for 18 field operations
- Advice to 18 field operations and permanent missions of troop- and police-contributing countries on contingent-owned equipment and death and disability matters
- Circulation of compiled national cost data for the 2011 Contingent-Owned Equipment Working Group to all Member States
- Negotiations for 10 memorandums of understanding for MINURCAT and 5 memorandums of understanding for other missions
- 12 contingent-owned equipment briefings to permanent missions/delegations of Member States

- 15 predeployment briefings on contingent-owned equipment and memorandums of understanding for troop-contributing countries
- 3 regional briefings to major troop-contributing countries on contingent-owned equipment policies and procedures
- A Web-based system to allow troop-contributing countries access to Government claims information
- One presentation to Member States/troop-contributing countries on financial and budgetary matters

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Reduction in final budget submission review time for missions that receive an Abacus visit (2007/08: 1 day; 2008/09: 0 weeks; 2009/10: 0 weeks)

Outputs

- Advice to 33 field operations, including peacekeeping operations, special political missions and UNLB on the formulation of budget proposals and performance reports, including on financial rules and regulations, policies and procedures, results-based budgeting and recommendations of legislative bodies
- Presentation and provision of background information on operational finance policies, procedures and practices to advisory and legislative bodies (ACABQ and the General Assembly) in the context of 33 field operations, including peacekeeping operations, special political missions and UNLB and cross-cutting issues
- 12 field operations assistance visits by Abacus teams to provide on-site support to the mission budget development process
- Financial management of 8 liquidating field operations (MONUA, UNAMSIL, ONUB, UNOTIL, UNIIIC, UNMIN, UNIOSIL and UNMEE), including the preparation and submission to the Accounts Division of monthly field financial statements, reconciling outstanding general ledger balances in field accounts and follow-up on recommendations of the Headquarters Property Survey Board
- 2 results-based budgeting support visits to field operations to provide advice on frameworks for the budget and performance reports
- Provision of information technology support, including help desk, technical maintenance and functional guidance, to 44 field operations (including missions, tribunals and courts) on Sun/Progen field financial systems
- Negotiation and signing of 17 exchanges of letters between DFS and the United Nations Volunteers Programme in Bonn to outline the framework of the services of UNV deployed to peacekeeping operations and special political missions
- Regional visits to 5 peacekeeping missions by senior management to provide strategic advice on budget and financial issues
- Training courses on enterprise budgeting application for peacekeeping mission budget officers

External factors

Peacekeeping partners will cooperate to ensure the timely completion and implementation of memorandums of understanding on the provision of troops and contingent-owned equipment

(b) Human resources requirements

Category	2008/09	2009/10	Change
Professional and above			
Under-Secretary-General	—	—	—
Assistant Secretary-General	—	—	—
D-2	1	1	—
D-1	1	1	—
P-5	3	3	—
P-4	13	16	3
P-3	23	23	—
P-2/P-1	2	2	—
Subtotal	**43**	**46**	**3**
General Service			
Principal level	4	4	—
Other level	28	29	1
Subtotal	**32**	**33**	**1**
Total	**75**	**79**	**4**

(c) Financial resource requirements

(Thousands of United States dollars)

	Expenditures (2007/08)	Apportionment (2008/09)	Cost estimates (2009/10)	Variance	
				Amount	Percentage
Category	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
I. Post resources	8 383.5	10 012.2	11 649.8	1 637.6	16.4
II. Non-post resources					
General temporary assistance	278.3	102.4	—	—	—
Official travel	585.9	325.0	421.0	96.0	29.5
Other supplies, services and equipment	1 184.4	—	—	—	—
Subtotal II	**2 048.6**	**427.4**	**421.0**	**(6.4)**	**1.5**
Total I and II	**10 432.1**	**10 439.6**	**12 070.8**	**1 631.2**	**15.6**

(d) Justification of posts

Budget and Performance Reporting Service

Finance and Budget Officers (2 P-4, 1 new and 1 resubmission); Finance and Budget Assistant (GS (OL), resubmission); Finance Officer (P-4, general temporary assistance conversion)

222. The proposed structure would strengthen the support of the Field Budget and Finance Division for all missions, in particular 2 of the 8 large and complex

multidimensional operations (MINURCAT, MINUSTAH, MONUC, UNAMID, UNIFIL, UNMIL, UNMIS and UNOCI) currently supported by desk officers at the P-3 level. In the last few years, peacekeeping operations have grown in size and complexity, with a corresponding increase in the volume and complexity of data pertaining to them. This has resulted in the need for more strategic analysis, interpretation of budget performance trends and guidance on results-based-budgeting methodology and linkages to resources. These functions have become more demanding and require enhanced skills and related capabilities. It is proposed that support for the aforementioned large and complex operations be handled by a team of two or three staff members with one Professional staff member at the P-4 level as the team leader. The liquidation team would be led by a staff member at the P-4 level, as dealing with the combined caseload of all missions in liquidation is considered equivalent to handling a large and complex mission.

223. The Budget and Performance Reporting Service would require nine Finance and Budget Officers at the P-4 level to provide support to the large and complex operations and to head the liquidation team. There are currently seven posts at the P-4 level within the Service and it is proposed to establish two new posts at the P-4 level. Six of the larger and complex missions are in the Africa region under the Africa Section. The incumbents of six posts at the P-4 level in the Africa Section would manage MINURCAT, MONUC, UNAMID, UNMIL, UNMIS and UNOCI. The incumbents of two posts at the P-4 level in the Asia and Middle East, Europe and Latin America Sections would manage MINUSTAH and UNIFIL. The incumbent of one post at the P-4 level in the Special Political Missions Section would lead the liquidation team.

224. The Finance and Budget Officers at the P-4 level are the backbone of the Abacus teams in leading them to provide on-site support in the field missions during their budget formulation and development process. Therefore the two proposed posts at the P-4 level are essential in supporting the Abacus teams.

225. It is also proposed to establish one additional new Administrative and Finance Assistant post at the General Service (Other level) to support the Finance and Budget Officers in the Africa, Asia and Middle East, the Europe and Latin America, and the Special Political Missions Sections of the Budget and Performance Reporting Service, including undertaking research and preparing documentation related to all core responsibilities of the Finance and Budget Officers.

226. It is further proposed to convert a general temporary assistance position at the P-4 level to establish a post for a Finance Officer to strengthen the operational support in the field finance and budget areas. Existing field guidelines need to be updated for 33 field operations to address newly emerging operational issues and to support process re-engineering needs in the field, for example, by providing more clarity on roles, making recommendations on harmonization of field practices, or updating processes as a result of IPSAS and the newly launched enterprise budgeting application. It is an established responsibility of the Field Budget and Finance Division to provide operational guidance to the field to complement the Financial Regulations and Rules of the United Nations. Updating these guidelines involves, in addition to the drafting phase, a consultation phase with all stakeholders in other departments and 33 field operations. The Division does not have sufficient or dedicated resources to perform this task and it has proven unfeasible to combine this task with other ongoing responsibilities of the already overloaded Budget and

Finance Officers. As a result, current guidelines have become outdated and have not kept up with the evolving roles, practices and processes in the field. Mission Chief Finance Officers have explicitly requested the Division to revisit its guidelines, as the current versions leave too much room for interpretation and therefore create unnecessary inefficiencies and inconsistencies between missions. In addition, this function would develop and update the Programme for an Advanced Compendium of Trainees (PACT) training materials and deliver PACT training sessions. PACT is an initiative whereby the Field Budget and Finance Division, in partnership with the missions and Field Personnel Division recruits, coordinates and conducts intensive training of external candidates to prepare them for entry level budget and finance posts in peacekeeping missions. This initiative is necessary to reduce the high level of field budget office vacancies. The Field Personnel Division is implementing a human resources stream and the Field Budget and Finance Division is implementing a budget/finance stream. Each of these streams needs dedicated resources due to the comprehensive nature of the training.

(e) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
Posts	$11 649.8	$1 637.6	16.4%

227. The provision of $11,649,800 would cover salaries, common staff costs and staff assessment for the 75 continuing posts and 4 proposed new posts. The variance is attributable to increased standard costs, the continuation of additional posts approved for 2008/09; in respect of which delayed recruitment factors of 50 per cent (Professional category) and 35 per cent (General Service category) were applied, as well as to the proposed establishment of new posts. Computation of requirements for all continuing posts reflects the application of projected vacancy rates of 7 per cent and 5.2 per cent for all continuing Professional and General Service category posts, respectively, and 50 per cent and 35 per cent for the proposed new Professional and General Service category posts, respectively. The application of the projected vacancy rates used for the continuing Professional and General Service category posts to the computation of requirements for the proposed new posts would result in total resource requirements under the above heading in the amount of $11,903,800.

	Cost estimates	*Variance*	
Official travel	$421.0	$96.0	29.5%

228. The official travel requirements for the Field Budget and Finance Division in 2009/10 are as follows.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/ assessment/consultation (Field Budget and Finance Division)	367 000	2 results-based-budgeting support visits to field operations to provide advice on frameworks for the budget and performance reports 12 field operations assistance visits by Abacus teams to provide on-site support to the mission budget development process Regional visits to 5 peacekeeping missions by senior management to provide strategic advice on budget and financial issues
Predeployment briefings (Field Budget and Finance Division)	37 000	Predeployment briefings on contingent-owned equipment and memorandums of understanding for troop-contributing countries Regional briefings to major troop-contributing countries on contingent-owned equipment policies and procedures
Technical support EBA (Field Budget and Finance Division)	17 000	Training courses on enterprise budgeting application for peacekeeping mission budget officers
Total	**421 000**	

229. An amount of $367,000 is proposed for the travel of Field Budget and Finance Division senior management and staff members to peacekeeping missions to provide guidance to mission staff on financial rules, policies and procedures and to develop mission-specific analysis of issues. The guidance would also include travel by the Abacus teams to 9 peacekeeping missions to provide assistance in budget preparation from the planning phase to the final draft budget proposal with a view to reducing budget preparation and review time.

230. An amount of $37,000 is proposed for the travel of staff members to troop-contributing countries in connection with predeployment briefings (memorandums of understanding and contingent-owned equipment).

231. The variance of $96,000 reflects requirements in connection with the expansion of Abacus visits.

3. Field Personnel Division

(a) Results-based-budgeting framework

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Missions meet projected incumbency rates set in the context of approved mission plans and budgets for missions in a start-up, expansion or transition phase

Outputs

- Re-engineered and streamlined recruitment process in the context of the talent management framework

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Average international civilian personnel incumbency rates for peacekeeping field missions meet projected rates set in the context of approved mission plans and budgets for missions in a start-up, expansion or transition phase and amount to 85 per cent for all other field operations

Outputs

- Briefings to Member States on administrative and personnel issues relating to staffing of field missions
- Direct support (including recruitment, travel and administration of contracts, salaries, allowances, benefit claims and entitlements) to approximately 7,000 international staff in 16 peacekeeping missions, 16 political missions and UNLB
- Human resources policy guidance provided to approximately 7,000 international staff and 19,000 national staff serving in field operations through the human resources sections in the field
- Human resources reforms relating to contractual arrangements and conditions of service in the field as approved by the General Assembly in its resolution A/63/250, implemented in coordination with OHRM
- Strengthened outreach programmes such as career and job fairs, targeted advertising in dedicated websites and professional publications and recruitment missions, to underrepresented countries in line with strategic workforce planning and analysis of data on internal and external candidates
- Rosters in 22 occupational groups relevant to peacekeeping operations
- Online career support for staff members in the field and through e-mail and delivery of direct career support training and consultation to 1,000 international staff members in 4 field missions (UNMIS, UNAMID, UNOCI and UNMIL)
- Phased implementation of a career development strategy, comprising online career path models for selected occupational groups, to better meet the evolving needs of field operations
- Succession planning and mechanism to ensure timely provision of shortlists to missions of high-quality candidates for Chief of Mission Support, Chief of Integrated Support Services/Chief of Technical Services, Chief Administrative Officer and Director of Mission Support positions
- Chief Civilian Personnel Officer conference and the United Nations inter-agency career development round table
- Human resources action plans (HRAPs) in all field operations, based on lessons learned from the pilot implementation of such action plans in 5 peacekeeping missions (UNAMA, UNMIT, UNMIL, MINUSTAH and UNMIS)
- Oversight and evaluation of the performance of human resources management functions in the field in 6 field operations (UNAMID, MINURCAT, UNAMI, UNSCO, UNFICYP and UNLB) through participation in OHRM monitoring visits
- Business process improvement implementation mechanism using a Lean Six Sigma approach
- Comprehensive e-learning programme in human resources management for field operations to qualify and certify newly and currently serving human resources personnel to mitigate financial and managerial risks associated with the performance of human resources management functions

- Process reviews to determine how the evaluation criteria are applied to an estimated 6,900 candidates to be placed on the roster required to fill an estimated 2,300 vacant posts for 2009/10
- Framework for the classification of national posts further developed and implemented
- Provision of advice on the staffing structure as well as categories, levels and functional titles of posts based on ICSC standards, established policies and standard practice, as appropriate through 12 Abacus team visits
- 2 visits to UNLB to brief, monitor and guide the expert panels and Field Central Review bodies and to oversee the Reference Checking Unit
- Attendance at the annual meeting of the Staff Management Coordination Committee to participate in staff management consultations on human resources policies affecting staff in field missions

External factors

Member States will continue to provide the necessary political support and resources to implement mission mandates

(b) Human resources requirements

Category	*2008/09*	*2009/10*	*Change*
Professional and above			
Under-Secretary-General	—	—	—
Assistant Secretary-General	—	—	—
D-2	1	1	—
D-1	2	2	—
P-5	7	7	—
P-4	13	13	—
P-3	22	25	3
P-2/P-1	2	2	—
Subtotal	**47**	**50**	**3**
General Service			
Principal level	8	8	—
Other level	63	63	—
Subtotal	**71**	**71**	**—**
Total	**118**	**121**	**3**

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2007/08) (1)	Apportionment (2008/09) (2)	Cost estimates (2009/10) (3)	Variance	
				Amount (4)=(3)-(2)	Percentage (5)=(4)÷(2)
I. Post resources	13 021.2	14 900.2	16 421.3	1 521.1	10.2
II. Non-post resources					
General temporary assistance	1 430.5	1 246.3	4 169.6	2 923.3	234.6
Consultants	68.9	185.0	175.0	(10.0)	(5.4)
Official travel	219.0	340.0	416.7	76.7	22.5
Other supplies, services and equipment	—	51.0	23.1	(27.9)	(54.7)
Subtotal II	**1 718.4**	**1 822.3**	**4 784.4**	**2 962.1**	**162.5**
Total I and II	**14 739.6**	**16 722.5**	**21 205.7**	**4 483.2**	**26.8**

(d) Justification of posts

232. During 2009/10, the Field Personnel Division will shift its operational focus from day-to-day administrative backstopping operations to the design, recruitment, development and management of a high-quality civilian workforce that will permit United Nations peacekeeping operations to fulfil their mandates successfully, in fulfilment of the human resources management aspects of the support strategy of DFS and in support of the implementation of the talent management framework which will be introduced by OHRM during the 2009 calendar year.

233. This shift in strategic focus will be accomplished through the decentralization of administrative processes, through training and certification of human resources management specialists assigned to the field missions and the delegation of appropriate levels of authority to those missions, and the strengthening of the Division's capacity to attract, recruit and manage high-quality, geographically diverse and gender-balanced pools of talent in each of the occupational specialties that are employed in the field missions.

234. While decentralization of functions, improved training and certification of human resources management specialists and delegation of authority to field missions will permit the Division to redeploy some of the human resources currently allocated to the centralized performance of administrative functions, that evolution alone will not produce sufficient savings to satisfy the human resources required to establish and sustain an effective outreach programme and to effectively manage and develop the resulting professionalized and highly mobile civilian workforce that is required to successfully undertake multidimensional peacekeeping operations.

Quality Assurance and Information Management Section

235. The Quality Assurance and Information Management Section provides oversight of human resources management functions in the field and ensures consistency and high quality in the application of human resources management rules, policies and procedures, in order to mitigate financial, operational and managerial risks associated with peacekeeping operations. The following core

functions are carried out by the Section; it: (a) self-monitors human resources management responsibilities, in particular the delegated authorities exercised by the Field Personnel Division, through the development of standard operating procedures and the continuous process of tracking, checking and verifying processes and systems in field missions and the human resources action plans; (b) serves as the focal point of the Division for over 22 audits reviewed on a yearly basis, administrative appeals and approximately 300 cases received from the Office of the United Nations Ombudsman; (c) ensures that human resources management-related adjustments in processes resulting from review of appeals, administrative reviews, disciplinary cases, audit recommendations, cases received from the Office of the United Nations Ombudsman and inspections are reinvested into strengthened policies, procedures and practices; (d) strengthens the cadre of Human Resources Officers through the management, selection and training of human resources management professionals serving in United Nations peacekeeping operations, including the design, development and delivery of training in specialized human resources functions (including SMART, PACT and e-learning); and (e) takes part in the joint DFS/OHRM monitoring visits, collects and analyses data for the monitoring reports, draws lessons learned and follows up on the implementation of the monitoring recommendations.

Human Resources Officers (3 P-3, general temporary assistance conversions)

236. The Quality Assurance Unit in the Quality Assurance and Information Management Section comprises 1 P-4, 2 P-3 and 2 GS (OL) posts. It is proposed to convert to posts three general temporary assistance positions at the P-3 level currently responsible for human resources performance management and monitoring of delegated authority, strengthening the cadre of Human Resources Officers in the field, and human resources action plan implementation in all peacekeeping and special political missions and the monitoring of HRAP already rolled out.

237. The Quality Assurance Unit is entrusted with the self-monitoring of human resources management responsibilities, in particular the delegated authorities exercised by FPD and the Civilian Personnel Sections in the field to ensure compliance with legislative mandates in respect of civilian staff. Civilian staff in peacekeeping field missions represent more than 50 per cent of staff serving in the Secretariat, with an associated cost for benefits and entitlements estimated at $1.6 billion annually. From July 2007 to June 2008, the number of international staff and national staff in the field increased by 9.1 per cent and 14.1 per cent, respectively. Those figures are not expected to decrease owing to the recent expansion of UNAMID and MINURCAT and regardless of the liquidation and/or downsizing of UNMEE, UNMIK and UNMIN.

238. In connection with human resources management responsibilities recently delegated from DM in the areas of appointment and promotion, discretionary decisions, and classification, the Section has developed standard operating procedures to clarify procedures and enable further delegation to field missions to address the recruitment of candidates, the selection process at the mission level, on-boarding of candidates and post and staffing table management, along with new or adjusted templates to facilitate consistency in the implementation of each procedure. DFS is in the process of delegating additional authority to the field in the administration of benefits, entitlements and allowances. The delegation of authority requires that DFS improve support and oversight of the performance of human

resources management functions in the field and mitigate financial and managerial risks associated with those functions. This requirement has been highlighted in the Board of Auditors and management audits of DPKO by OIOS (A/61/5 (Vol. II); and AP/2005/600/18/13). DFS will henceforth establish systematic assessment processes to gain awareness of the state of missions' civilian personnel sections work. This would be achieved through a continuous process of tracking, checking and verifying the processes and systems through which the work of field missions in this area is carried out. The enhanced monitoring mechanism makes oversight and evaluation of the performance of human resources management functions in the field possible; supports and facilitates consistency and quality in the exercise of the Division's delegated human resources management authorities; enables the Field Personnel Division to identify needed adjustments to human resources management policies, systems, strategies and human resources management capacity to best meet the human resources needs of peacekeeping operations; and improves current procedures and initiates required changes as necessary.

239. Monitoring the delegation of authority is currently carried out by one Human Resources Officer at the P-3 level and one general temporary assistance position. It is proposed to convert the general temporary assistance to a post at the P-3 level because the need for human resource performance management and self-monitoring of delegated authority is expected to continue and increase during 2009/10, as more operational human resources management functions will be delegated to missions. The exercise of these additional authorities by field missions will not only need to be monitored and tracked on a continuous basis with a robust monitoring and control mechanism, but the missions will also need to be guided, advised and supported in the exercise of the delegated authorities.

240. The Quality Assurance Unit is entrusted with strengthening the cadre of Human Resources Officers and re-profiling their role. Currently, these core functions are carried out by general temporary assistance at the P-3 level. The incumbent assigned to this task reviews current and projected human resources vacancies in the field, initiates the pre-clearance and pre-screening of candidates for human resources positions at the Professional level, and collaborates with the Field Personnel Operations Section and the Recruitment, Outreach and Career Development Section on the identification of the replacements for Chief Civilian Personnel Officers. Moreover, the incumbent develops and implements training programmes such as the people module of the senior mission administration resource training and the programme for an advanced compendium of trainees aimed at rejuvenating the cadre of human resources professionals through the recruitment and training of external candidates. The Section plans to develop structured future e-learning and face-to-face training programmes for human resources management specialists in the field in 2009/10.

241. During 2007/2008, concerted efforts led to the decrease of the vacancy rate in the human resources occupational group from 46 per cent to 23 per cent in spite of a 56 per cent turnover rate observed during the same period. These high turnover and vacancy rates in the human resources occupational group require constant review and assessment of applications for human resources positions in the field. In order to reduce this vacancy rate in the human resources occupational group, a dedicated capacity for this core activity is required. The piloting of the SMART programme has been under way since January 2008 with a group of 40 learners from 18 missions, selected to ensure a broad representation of functional areas of administration, categories and levels, gender and geography. The extensive feedback

received on the people module, case studies and face-to-face workshop from participants and mentors is being used to update the module and improve the design, development and delivery of subsequent training programmes. The launch of the SMART programme will target current senior managers, with completion of the programme by each class of 40 learners within an ambitious 12-month period.

242. Recent oversight recommendations from the Board of Auditors and OIOS as well as the needs assessment conducted in all missions have revealed the need to strengthen the knowledge of human resources practitioners in the field in view of significant risks associated with the performance of these functions. OIOS audit recommendations (AP/2005/600/18/29 and AP/2005/600/18/25) calling for the development of human resources management training programmes remain open, and 13 other audit observations on general training issues emphasize the need for development of training and professional development for staff in the field.

243. Pursuant to the adoption by the General Assembly of its resolution 61/279 and the comprehensive report of the Secretary-General on strengthening the capacity of the United Nations to manage and sustain peace operations (A/61/858 and Corr.1, Add.1 and Corr.1 and Add.2), additional authority was delegated to DFS effective 1 September 2007 in the areas of appointment and promotion, discretionary decisions, and classification. This expanded authority strengthens the capacity of DFS to fulfil its mandate to recruit and retain high-quality personnel for the field, corresponding with the scope and magnitude of its human resources management. In line with the OHRM mandate as the central authority to ensure consistency of standards Organization-wide, delegation of additional authority by OHRM should be accompanied by appropriate training, guidance and certification in the performance of delegated human resources functions. This training would ensure that human resources personnel are better equipped to undertake their functions at Headquarters and in the field in evolving peacekeeping environments.

244. The strengthening of the cadre of Human Resources Officers is an ongoing core activity because of the high turnover observed in the area of human resources management and the absence of structured training programmes in this area. In this context, it is proposed to convert the general temporary assistance position to a post at the P-3 level.

245. The Section coordinates and oversees the overall training of focal points for human resources action plans in field missions in the HRAP Nucleus module and associated delegated authorities (automated staff selection process at the mission level, post and staffing table management, local staff roster management). The Quality Assurance Unit in the Quality Assurance and Information Management Section prepares a compact between Heads of Missions and the Under-Secretary-General for Peacekeeping Operations and conducts midpoint and end-of-cycle reviews as well as an analysis of overall performance and that of each mission, and submits ad hoc reports to the DPKO and DFS expanded senior management team. The Unit is also entrusted with communicating the outcome of missions' performance in meeting HRAP goals and targets and in identifying areas requiring support from the Field Personnel Division. At the end of each review (midterm and end-of-cycle), the Quality Assurance Unit will be preparing reports and will conduct an analysis of the data to assess whether targets could be met or have been met. The Unit prepares midterm and end-of-cycle reviews and acts as a substantive focal point with all field missions for all queries related to the effective implementation of human resources action plans.

246. Human resources action plans were introduced as a pilot project in MINUSTAH, UNAMA, UNMIL, UNMIS and UNMIT during the 2007/08 budget period. The concept and framework of the human resources action plans highlight legislative mandates, roles and responsibilities at the mission and Headquarters levels, with an emphasis on the authorities of the head of mission in human resources management, in general, and in staff selection, in particular. A crucial role of the action plans is to identify critical and challenging areas where DFS could deliver stronger support to the field. The lessons learned from the pilot implementation were incorporated into the template for the human resources action plans which was subsequently implemented in all field missions financed through the peacekeeping budget as of 1 July 2008. The human resources actions plans will be implemented in January 2009 for missions funded through the regular budget.

247. The conversion of the existing position at the P-3 level from general temporary assistance to a post is proposed as the functions of this position are of continuous nature. The incumbent is responsible for HRAP implementation in over 30 peacekeeping and special political missions and the monitoring of the human resources action plans already rolled out. The incumbent would also draw lessons learned at the end of each HRAP cycle, prepare the related reports to the DPKO and DFS expanded senior management team, communicate analysis and feedback to all field missions and agree on an improvement plan with peacekeeping operations for areas requiring support from FPD.

(e) Analysis of resource requirements

	Cost estimates	*Variance*	
Posts	$16 421.3	$1 521.1	10.2%

248. The provision of $16,421,300 would cover salaries, common staff costs and staff assessment for the 118 continuing posts and 3 proposed new posts. The variance is attributable to increased standard costs and the proposed establishment of new posts, with the application of projected vacancy rates of 7 per cent and 5.2 per cent to the computation of requirements for the continuing Professional and General Service category posts, respectively, and 7 per cent in respect of the proposed new Professional category posts as they represent conversion from the approved general temporary assistance positions.

	Cost estimates	*Variance*	
General temporary assistance	$4 169.6	$2 923.3	234.6%

249. The proposed general temporary assistance requirements in the amount of $4,169,600 would cover the establishment of 32 general temporary assistance positions as follows: one Human Resources Officer at the P-3 level and one Human Resources Assistant at the General Service (Other level) for the Field Central Review Board Unit, 15 Human Resources Officers at the P-3 level and 15 Human Resources Assistants at the General Service (Other level) for the Recruitment and Outreach Unit.

250. The variance is attributable to increased standard costs and the proposed establishment of new general temporary assistance positions, with the application of projected vacancy rates of 7 per cent (Professional category) and 5.2 per cent (General Service category), compared to 8 per cent (Professional category) and

4.5 per cent (General Service category) applied to the computation of requirements for the general temporary assistance positions in 2008/09.

251. The total resource requirements under the above heading have been offset by the discontinuation during 2009/10 of the equivalent of 12 general temporary assistance positions at the P-3 and General Service levels approved for 2008/09 for a total of 144 work-months.

Field Central Review Bodies secretariat

Human Resources Officer (P-3 for 12 months)

Human Resource Assistant (GS (OL) for 12 months)

252. Following approval of three posts (1 P-4, 1 P-3, 1 GS (OL)), funded from the support account in the context of the 2007/08 budget period, the Field Central Review Bodies secretariat has been established in the Office of the Director for reviewing the process leading to the recommendation of candidates for the DFS recruitment roster. The secretariat was established as a mechanism to monitor the selection process for filling vacancies in field missions to ensure that the circulation of vacancy announcements is in line with organizational procedural and job classification standards and that the approved criteria are accurately and consistently applied in the evaluation of candidates for placement on the roster for opportunities to serve in United Nations field operations.

253. The Field Central Review Bodies include a Field Central Review Board, a Field Central Review Committee and a Field Central Review Panel. The Board will engage in a process review to oversee the filling of vacancies at the P-5 and D-1 levels, the Committee will review the filling of posts at the Professional level up to P-4 as well as the FS-6 and FS-7 levels, and the Panel will review the filling of posts at the FS level up to FS-5.

254. In processing nominations for the Field Central Review Bodies, the secretariat ensured a balanced representation regarding geography and gender throughout all missions. In accordance with the Secretary-General's report on human resources management reform: recruitment and staffing (A/61/822), the Field Central Review Board Unit also developed an induction and training programme similar to the programme for the members of the Secretariat central review bodies.

255. Thirty-two members of the Field Central Review Committee participated in the first training programme held at the United Nations Logistics Base in Entebbe, Uganda, in mid-February and immediately began to review cases. An additional 24 members of the Board, 50 members of the Panel and 12 Committee members are scheduled to be trained in two additional training programmes at the end of March.

256. Based on the authorized, encumbered and vacant post situation as of 30 December 2008 as well as taking into account the desired 15 per cent vacancy rate and turnover rate of 25 per cent, the Field Central Review Bodies are expected to have to review cases leading to the filling of approximately 2,300 vacancies as well as eventually all 7,000 current serving staff members who have not been reviewed by a central review body. The DFS rosters will need a minimum of approximately 6,900 candidates to fill 85 per cent of authorized posts and provide programme managers with at least three candidates per post. During the first year of the implementation of the human resources reform, it is to be expected that the

turnover rate might slightly increase to 25 per cent since the new conditions of service, as approved by the General Assembly in resolution 63/250, encourage staff to be mobile. This leads to an additional workload for the Field Central Review Bodies, as the human resources reform stipulates that a staff member's fixed-term appointments will be limited to service within his or her mission, until such time as he or she has gone through a competitive process subject to the review of a central review body. In addition to the new staff to be deployed in peace operations, all current staff moving to another mission or seeking promotion or a lateral move within the current mission will need to be selected through a competitive process and reviewed by a central review board.

257. In order to meet the needs of peacekeeping and special political missions in 2009/10 and avoid delays in the review of the placement of qualified candidates on the roster, it is proposed to establish two general temporary assistance positions, one at the P-3 level for 12 months and one at the General Service (Other level) for 12 months to backstop and assist in reviewing cases for the Field Central Review Committee, the Field Central Review Board and the Field Central Review Panel. The Human Resources Officer would serve as the secretary of the Field Central Review Committee while the Human Resources Assistant would provide the administrative support for the Committee. The two existing Professional staff in the Unit, each supported by one General Service (Other level) staff, are responsible for convening meetings and providing administrative support for all three bodies.

Recruitment and Outreach Unit — occupational groups

Human Resources Officers (15 P-3 for 12 months)

Human Resources Assistants (15 GS (OL) for 12 months)

258. In the context of the report of the Secretary-General on investing in people, which proposed that rosters be used as the primary instrument for recruitment, placement and promotion for vacancies throughout the Secretariat, including in the field (A/61/255, para. 70), DFS is entrusted with the creation and maintenance of a viable roster of highly qualified, suitable and available candidates to meet the current and projected staffing needs of United Nations peacekeeping operations and special political missions, through the review of external applications received; cooperation with the Division's career development specialists; and outreach to Member States, peacekeeping partners, funds, agencies and programmes in the United Nations common system; networking with professional institutions and associations to address existing and projected workforce requirements and generate rosters of pre-vetted candidates to meet the requirement to achieve gender balance and as broad a geographical representation as possible and an appropriate representation of police- and troop-contributing countries.

259. The need for sufficient numbers of qualified, suitable and available external candidates on the DFS roster is still not being adequately met, despite the consistently high number of applicants. To increase confidence in the quality of the rosters, the Recruitment and Outreach Unit has utilized general temporary assistance resources provided in the 2008/09 budget period, with substantive expertise in one of the occupational groups constituting the roster.

260. Workload data indicate that, over the 12-month period from July 2007 to June 2008, 427 vacancy announcements (130 post-specific and 297 generic) generated 252,446 applications (an average of 21,670 per month for the roster, consisting of

22 occupational groups with 558 levels/functions). Of these applications, 121,288 were assessed and determined not to meet the initial screening requirements; 20,020 were initially cleared as meeting basic requirements; and 13,516 were cleared as meeting all or most of the requirements of the vacancy announcements. In 2009/10 a projected total of 1,100 international civilian staff will need to be deployed to obtain the desired 15 per cent vacancy rate as indicated in the 2009/10 results-based-budgeting frameworks. These figures take into account the liquidation and/or downsizing of UNMEE, UNMIK, UNIIIC and UNMIN. In addition, with an estimated turnover rate of 25 per cent, of the approximately 7,000 staff on board, considering the liquidating/downsizing missions, 1,200 current staff will need to be replaced. In order to bring 2,300 staff on board, and if the desired minimum of three rostered candidates per vacancy is to be reached, a total of 6,900 candidates will need to be screened, cleared and placed on the roster across the 22 occupational groups.

261. Accordingly, it is proposed to establish pre-screened and vetted rosters of qualified candidates endorsed by the appropriate field central review body from which the field missions can select candidates and thereby rapidly fill their vacancies. The use of pre-screened rosters is consistent with General Assembly resolution 63/250 on human resources management and will considerably expedite the recruitment processes in the field. In view of the magnitude of the roster required to fill 2,300 vacant posts in the field and roster an estimated 6,900 candidates, it is proposed that the current caseload of 252,446 applications received across 22 occupational groups would be distributed among 15 Occupational Group Managers at the P-3 level, assisted by 15 recruitment assistants at the General Service (Other level) as general temporary assistance.

262. The 22 occupational groups would be allocated to 15 Occupational Group Managers as follows: (a) Administration and Management (Administration, Management and Programme Analysis); (b) Aviation; (c) Political and Civil Affairs (Civil Affairs, Economic Affairs, Electoral Affairs, Political Affairs, Social Affairs); (d) Engineering; (e) Finance; (f) Human Resources (Human Resources and Medical Services); (g) Legal Rights Affairs (Legal Affairs, Child Protection and Human Rights); (h) Programme Management (Programme Management, Humanitarian Affairs, Public Information); (i) Information and Communications Technology (Information Management, Information Systems and Technology); (j) Logistics (Movement Control); (k) Supply and Property Management; (l) Procurement; (m) Rule of Law (including Corrections and Security Sector Reform); (n) Security; and (o) Transport. Each of the 15 Occupational Group Managers would be responsible for reviewing upwards of 6,311 applications, identifying applicants for further assessment by subject-matter experts (that is, expert panels), consolidating the findings of the panels and drafting presentations to the field central review body and keeping track of the resultant rosters.

263. The above-mentioned estimated figures would be applicable after the implementation of the talent management system, which is being designed to allow for 50 per cent of all 252,446 applications received to be electronically screened out, and that further electronic assessment would screen an additional 25 per cent of the overall incoming applications. Therefore, the estimated figure of 6,311 for each of the 15 Occupational Group Managers referred to above would represent only 25 per cent of the applications received. However, until the talent management system is fully implemented, the proposed 15 Occupational Group Managers would have a total of 18,033 applications to review and assess per year.

264. In the post talent management system, each of the 15 Occupational Group Managers would be responsible for: (a) reviewing upwards of 6,000 applications; (b) identifying candidates for further assessment by subject-matter experts, i.e. expert panels; (c) serving as secretary for the expert panel under his or her purview and consolidate findings and interview reports from the expert panel for presentation to the field central review bodies; (d) monitoring incumbency rates in the field missions for positions in his or her occupational group and thereby carrying out workforce planning functions; (e) managing his or her assigned roster; (f) developing shortlists for Programme Managers in the field missions; (g) determining when outreach activities should be conducted to address gaps in the roster, especially in gender and geographic representation; and (h) determining the mobility opportunities for currently serving staff members in the field so as to rotate staff among categories C, D and E duty stations.

	Cost estimates	*Variance*	
Consultants	$175.0	($10.0)	(5.4%)

265. The consultancy requirements for the period are set out as follows.

(United States dollars)

Expertise	*Person-month*	*Amount*	*Output reference*
Electronic document archiving system (Field Personnel Division)	12	150 000	Direct support (including recruitment, travel and administration of contracts, salaries, allowances, benefit claims and entitlements) to approximately 7,000 international staff in 16 peacekeeping missions, 16 political missions and UNLB
Nucleus development and maintenance (Field Personnel Division)	12	25 000	Human resources action plans (HRAP) in all peace operations, based on lessons learned from the pilot implementation of HRAPs in 5 peacekeeping missions
Total		**175 000**	

266. Currently, the Registry has approximately 11,000 official status files, each of about 500 pages, for a total of 5.5 million pages. The Field Personnel Division plans to have half of the total number of files (5,500 of 11,000) scanned during 2008/09. A provision in the amount of $150,000 is proposed to scan the remaining 5,500 official status files. The digitization activity is a continuing project approved in the context of the 2008/09 budget.

267. The Nucleus system is supported by external consultants who have developed the system and are contacted periodically for software troubleshooting and database maintenance, as required, as well as for minor enhancements to the system to reflect the changes in human resources policies. In this context, a provision for $25,000 is requested for the Nucleus consultant to provide root-level system support or implement business processes adjustments in the system when needed. The Finance Personnel Division will need to rely on Nucleus until the talent management system is implemented in the Secretariat and field missions. The Division's substantive

sections would not be able to use the system efficiently without the required technical support.

	Cost estimates	*Variance*	
Official travel	$416.7	$76.7	22.5%

268. The official travel requirements for the Field Personnel Division in 2009/10 are as follows.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/assessment/ consultation (Field Personnel Division)	185 800	Oversight and evaluation of the performance of human resources management functions in the field in 6 peacekeeping missions through participation in OHRM monitoring visits Advice on the staffing structure as well as categories, levels and functional titles of posts based on ICSC standards, established policies and standard practice, as appropriate, through 12 Abacus visits
Outreach programme (Field Personnel Division)	70 800	Rosters in 22 occupational groups relevant to peacekeeping operations are maintained Strengthened outreach programmes such as career and job fairs, targeted advertising in dedicated websites and professional publications and recruitment missions to underrepresented countries in line with strategic workforce planning and analysis of data on internal and external candidates
Career development (Field Personnel Division)	59 900	Phased implementation of a career development strategy, comprising online career path models for selected occupational groups, to better meet the evolving needs of field operations
Technical support field central review bodies (Field Personnel Division)	41 200	2 visits to UNLB to brief, monitor and guide the expert panels and field central review bodies and to oversee the Reference Checking Unit
Seminars/conferences/workshops (Field Personnel Division)	41 200	Human resources action plans in all peace operations, based on lessons learned from the pilot implementation of HRAPs in 5 peacekeeping missions Business process improvement implementation mechanism using a Lean Six Sigma approach A comprehensive e-learning programme in human resources management for field operations Process reviews to determine how the selection criteria are applied to an estimated 6,900 candidates to be placed on the roster to fill 2,300 vacant posts
Annual Staff Management Coordination Committee meeting (Field Personnel Division)	17 800	Attendance to the annual meeting of the Staff-Management Coordination Committee
Total	**416 700**	

269. An amount of $185,800 is proposed for travel to field missions to ensure oversight and evaluation of the performance of human resources management functions in the field through participation in monitoring visits of OHRM and Field Personnel Division self-monitoring visits on mission-specific human resources areas not covered by OHRM; to provide advice on the staffing structure as well as categories, levels and functional titles of posts based on ICSC standards, established policies and standard practice, as appropriate for the budget preparation and review; to attend meetings of the Field Joint Negotiation Committee to discuss issues relating to human resources policies and staff management relations.

270. An amount of $70,800 is proposed for travel of one staff member to undertake outreach activities, such as recruitment campaigns and on-campus university outreach in connection with attracting future qualified candidates to DFS and building the rosters in 22 occupational groups relevant to peacekeeping operations. The staff member would attend Africa's largest recruitment fair attracting 3,000 attendees from the continent to provide access to candidates from sub-Saharan Africa, required for UNAMID and MINURCAT. DFS will hold a workshop on peacekeeping careers in engineering and scientific-related areas at an international career fair for engineering and science graduates. During the 2008/09 budget period, 39 organizations attended the fair and over 500 individuals were recruited. The staff member would attend job fairs and conferences at various institutions.

271. An amount of $59,900 is proposed for travel of one staff member to provide support for the career development of staff in four peacekeeping missions (UNMIT, UNOCI, UNMIS and UNMIL). In the 2008/09 budget period, the Career Development Unit provided support to staff in the field through long-distance coaching sessions and individual advice through e-mail and telephone to a total of 2,360 field personnel. In addition, it undertook career support visits to UNMIK, UNMEE, UNMIN, UNIOSIL, UNIIIC and UNOMIG, to assist currently serving staff with reassignment opportunities to missions experiencing high vacancy rates.

272. An amount of $41,200 is proposed for travel in relation to participation in various meetings, conferences and seminars. One staff member would attend the Human Resources Action Plans conference, which is designed to gather all HRAP focal points at UNLB to be briefed by a human resources staff member from FPD on the HRAP application introduced in the 2008/09 budget period through e-learning training and electronic communications. The conference will cover the concept of the HRAPs and how to effectively use the electronic application. Two staff members from FPD headquarters and a representative from the participating missions who would be responsible for the introduction of the talent management solution in the field would attend a two-week conference on the implementation of the talent management system.

273. An amount of $41,200 is proposed for the travel of two staff members to UNLB to brief, monitor and guide the expert panels and field central review bodies and to oversee the Reference Checking Unit.

274. An amount of $17,800 is proposed for the travel of two staff members to represent DFS in consultations at the annual meeting of the Staff Management Coordination Committee on human resources policies affecting staff in field missions.

	Cost estimates	Variance	
Other supplies, services and equipment	$23.1	($27.9)	(54.7%)

275. A provision of $23,100 would cover the fees and printed materials for workshops, exhibitions and trade fairs as part of the outreach programme to attract candidates to apply for positions with the DFS. The variance is attributable to reduced requirements for materials and exhibition fees.

4. Logistics Support Division

(a) Results-based-budgeting framework

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Improved access to geospatial information by the Security Council, intergovernmental bodies and troop-contributing Member States and improved responsiveness to boundary issues in conflict areas 2008/09: data for 4 field missions included in database; 2009/10: data for 15 field missions included in database
	1.2 Troop- and police-contributing Member States are informed of new or revised policies and procedures within 30 days

Outputs

- Formulation of recommendations and provision of regular advice to senior management of DFS and DPKO on logistics support issues affecting troop- and police-contributing Member States
- Conduct of logistics assessment and review visits in peacekeeping missions in connection with mission performance, ongoing and future logistics-related needs
- Development of a Geospatial Information Service database, including geospatial data, satellite imagery and scanned maps, and information on delineation of boundaries in conflict areas
- Establishment of partnership agreements with the European Union Satellite Centre and the United States National Geospatial-Intelligence Agency for the co-production and sharing of geospatial data
- Identification of policies that need to be developed and revisions to current policies and procedures in connection with the deployment of troops and equipment

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Identification and deployment, within 90 days of Security Council mandates, of strategic deployment stocks and other logistic equipment to support start-up teams and initial troop or police deployments
	2.2 Increase in the number of troops rotated by the use of regional air support assets 2007/08: 5,000; 2008/09: 24,000; 2009/10: 25,000

Outputs

- Development of an initial support plan and material resource plan for new peacekeeping missions in consultation with integrated operating teams
- Review of the strategic deployment stock composition for 2009/10 based on peacekeeping mission requirements, lessons learned and technological changes
- Provision of United Nations medical guidelines to field missions and troop- and police-contributing Member States to assist troop- and formed police-contributing countries in the provision of medical facilities and services in accordance with United Nations standards at the time of deployment
- Provision of medical support briefings to troop- and police-contributing Member States
- Assessments on availability of standard medical care for peacekeepers and review of medical facilities deployed in accordance with United Nations guidelines prior to the establishment of United Nations-owned and troop- and police-contributing Member States' facilities in peacekeeping missions
- Oversight of the design of living and working facilities in field missions and review of the accommodations required in field missions through mission review visits
- Oversight of the Strategic Air Operations Centre's contribution to the global and regional tasking concept
- Identification of airfield infrastructure critical to peacekeeping operations which require an upgrade to local and international aviation standards
- Establishment of systems contracts for all types of equipment, inter-agency agreements and other systems contracts to provide specific responsive long-term support to major airfield infrastructure projects
- Provision of guidance and recommendations on the development of and improvements to aviation infrastructure servicing field missions in accordance with ICAO standards

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Peacekeeping missions' proposed resource requirements analysed within 10 days of their receipt by DFS
	3.2 All missions have access to valid systems contracts with sufficient "not-to-exceed" values, 365 days of the year
	3.3 100 per cent of field missions with aviation assets have developed aviation safety programmes which meet United Nations aviation standards

Outputs

- Conduct of aviation safety assessment visits to peacekeeping missions to provide on-site guidance and technical assistance in their compliance with aviation safety standards, including accident prevention, risk analysis and accident investigation
- Review of peacekeeping mission support resource requirements and provision of advice and guidance on their formulation
- Provision of tools, procedures and information-sharing forums for peacekeeping field missions to enhance the capability of missions to meet their requirements for equipment, commodities and services

- Conduct of analysis and reviews of rations and fuel utilization, and monitoring of contract compliance
- Renewal of all logistics contracts managed at Headquarters that expire during the period
- Development and implementation of United Nations fuel quality assurance in fuel management for peacekeeping field missions
- Implementation of electronic fuel and rations management systems in 3 peacekeeping missions
- Development and promulgation of environmental objectives in line with the United Nations environmental policy and guidelines
- Conduct of environmental impact studies and implementation of an environmental action plan to address the United Nations responsibility to consider the environmental impact of peacekeeping missions
- Revision and promulgation of the catalogue for levels II, III and IV medical facilities in peacekeeping missions, including civilian medical facilities that are qualified to address Medevac and Casevac cases
- Review of the provision and management of medical services to field missions
- Roll-out of bar-code technology applications in 5 field missions
- Development of benchmarks in property management and introduction of the "best-in-class" business model on property management practices in all peacekeeping missions
- Provision of regular advice, guidance and training of peacekeeping mission staff on the management of contingent-owned equipment
- Provision of oversight and guidance to the development of contingent-owned equipment/memorandums of understanding management review boards in missions with a view to streamlining the determination of appropriate levels of equipment, personnel and self-sustainment capabilities of troop- and police-contributing Member States provided to field missions to ensure that they meet the operational requirements
- Development and promulgation of standard operating procedure manuals, and refined resource requirements formulation procedures, including a DFS and DPKO Guide to Strategic Movement, Field Movement Control Manual and revisions to the Surface Transport Manual and DFS Aviation Manual for the planning and coordination of transportation services
- Conduct of the Department's Aviation Quality Assurance Programme which is designed to promote aviation safety, assist in contract management, and mitigate risk to the Organization in the provision of safe and secure air transportation to United Nations staff members and troops, through audit and inspection visits to peacekeeping missions and conduct of vendor pre-qualification and registration
- Review of spare parts inventory holdings in all missions and provision of regular advice, guidance and training of peacekeeping mission staff on the management and utilization of vehicle spare parts inventories
- Completion of the development of automating and tracking the ordering of vehicles and mechanical equipment by the field missions
- Conduct of best-practices workshops on United Nations aviation and surface transport fleet management for aviation and surface fleet managers in peacekeeping missions
- Establishment of a revised letter-of-assist framework and simplified costing structure for letters of assist for contracting military type aircraft
- Conduct of road safety workshops and oversight of road safety campaigns in all peacekeeping missions

External factors

Troop- and police-contributing countries will cooperate to ensure the timely completion and implementation of memorandums of understanding on the provision of troops, formed police personnel and contingent-owned equipment; vendors and suppliers will be able to deliver goods and services on time

(b) Human resources requirements

Category	*2008/09*	*2009/10*	*Change*
Professional and above			
Under-Secretary-General	—	—	—
Assistant Secretary-General	—	—	—
D-2	—	—	—
D-1	3	3	—
P-5	9	9	—
P-4	37	42	5
P-3	52	56	4
P-2/P-1	1	1	—
Subtotal	**102**	**111**	**9**
General Service			
Principal level	2	3	1
Other level	41	43	2
Subtotal	**43**	**46**	**3**
Total	**145**	**157**	**12**

(c) Financial resource requirements

(Thousands of United States dollars)

Category	*Expenditures (2007/08) (1)*	*Apportionment (2008/09) (2)*	*Cost estimates (2009/10) (3)*	*Variance*	
				Amount (4)=(3)-(2)	*Percentage (5)=(4)÷(2)*
I. Post resources	20 512.3	21 509.5	24 689.8	3 180.3	14.8
II. Non-post resources					
General temporary assistance	95.5	423.7	507.3	83.6	19.7
Consultants	323.6	650.0	514.0	(136.0)	(20.9)
Official travel	789.9	1 047.0	1 152.5	105.5	10.1
Subtotal II	**1 209.0**	**2 120.7**	**2 173.8**	**53.1**	**2.6**
Total I and II	**21 721.3**	**23 630.2**	**26 863.6**	**3 233.4**	**13.7**

(d) Justification of posts

Strategic Deployment Stocks Unit

Senior Budget and Finance Assistant (GS (PL))

276. The Strategic Deployment Stocks Unit was established in 2004 to ensure effective and efficient management of SDS at Headquarters within one unified framework. The Unit, which comprises three staff members (1 P-4, 1 P-3, 1 General Service (Other level)) funded from the support account, is responsible for overseeing the planning, deployment, replenishment and material inventory management of all SDS, including reporting and monitoring compliance with all related policies, procedures and guidelines by the field mission sections in DFS and OPPBA. No additional staffing resources have been approved for the Strategic Deployment Stocks Unit since 2004.

277. The Unit has developed into a critical component of the material resource planning for new missions, works extensively with peacekeeping missions and specialist services and sections in DFS, in particular the DFS Self-Accounting Units, to ensure that procurement actions are coordinated and SDS material is available in a timely and effective manner via the BLB replenishment procedure, and is responsible for a current stock level of equipment worth over $171 million. Compared to the initial workload of the Unit, there has been a fivefold increase in the number of shipping documents prepared since its inception. Since 2006, the volume of strategic deployment stock activity has increased exponentially as a result of the establishment or the expansion of existing large-scale missions such as UNAMID, MINURCAT, UNIFIL, UNMIS and UNMIT, as indicated in the table below.

Activity	*July 2002-June 2004*[a]	*July 2004-June 2006*	*July 2006-June 2008*	*Percentage increase June 2008 over February 2004*
Equipment shipped from strategic deployment stock to missions	$78.7 million	$106.9 million	$116.0 million	47.4
Field operations	21	32	40	90.5
SDS replenishment requests issued	—	25	90	—
Shipping documents issued	31	183	197	535.5

[a] SDS was issued directly to the missions as opposed to the activity of "request from missions".

278. While the Unit was originally established to provide equipment for new missions, it has been backstopping all missions by attending to their emergency requirements, in particular equipment requirements requiring extensive procurement lead times. This support is currently extended to 16 peacekeeping missions, 16 special political missions and other United Nations agencies.

279. In May 2005, the Secretariat implemented accounting guidelines for SDS operations governing all processes related to the issuance, shipment and replenishment of SDS equipment. These guidelines were issued to ensure the correctness, completeness, validity and proper recording of financial transactions related to SDS, in particular during the closing of accounts at the end of the

peacekeeping financial year. While the guidelines improve the transparency of the financial aspects of SDS management, a considerable workload will be placed on the Unit to process the shipment and replenishment requests, including preparation of requests for allotments and redeployment of funds on behalf of field missions receiving SDS equipment, pre-encumbrance of funds upon receipt of allotments and estimating equipment replacement and freight costs. With the current staffing level, the Unit will be unable to sustain the volume of accounting activities in order to report in a timely manner on SDS inventory issues and performance; unable to provide, in a timely manner, comprehensive analysis to senior managers of SDS equipment and SDS capabilities to support emerging requirements and analyse performance trends; and unable to adequately follow up and interact with OPPBA on financial matters pertaining to SDS in connection with delays in the roll-over of the available SDS funds.

280. Accordingly, it is proposed to establish a post for a Senior Budget and Finance Assistant at the General Service (Principal level) to manage the additional volume of associated financial transactions in order for the incumbents of the approved Professional posts to focus on managing the effectiveness of strategic deployment of stocks, the annual SDS composition review, replenishment, rotation and reporting on SDS, and to ensure compliance with audit observations and requirements. The incumbent of the approved General Service (Other level) post would continue to perform functions related to basic inventory and financial clerical responsibilities.

281. The proposed Senior Budget and Finance Assistant would be responsible for supporting the Chief of Unit with the coordination and monitoring of the financial aspects of the replenishment of SDS equipment shipped to missions; assisting in the development and promulgation of recommendations on corrective actions to improve the effectiveness of the logistical support planning process; reporting on inventory and financial transactions for the effective supervision of the strategic deployment stock inventory held at UNLB and vendors' premises under a vendor-managed inventory arrangement; providing technical expertise in the analytical assessment of SDS activities and operations; updating and maintaining accurate information in the SDS website database utilized by the Logistics Support Division, OPPBA and UNLB; performing trend analyses, supply chain updates and ensuring regular financial reporting to aid in the effective and efficient administration and management of SDS; and ensuring that all financial data is recorded in compliance with the current accounting requirements. The incumbent of the proposed post would assist in ensuring compliance with the International Public Sector Accounting Standards once they are implemented and would oversee the migration of historical financial data from the various databases that support the management and administration of the stocks to the future enterprise resource planning system.

Contingent-owned Equipment and Property Management Section

Property Management Officer (P-4, resubmission)

282. The Property Management Unit of the Contingent-owned Equipment and Property Management Section provides planning, strategic management, performance monitoring and technical oversight of the management of the United Nations global inventory of contingent-owned equipment. The volume of contingent-owned equipment deployed by troop- and police-contributing countries to peacekeeping operations grew by 105 per cent from 2002 to 2009 and is currently

valued at over $2 billion. The increase in the size of the global contingent-owned equipment inventory has resulted in the disparity of the inventory components, resulting in a requirement for a cross-cutting analysis of the inventory. In this connection, the Property Management Unit will continue to implement programmes aimed at enhancing organizational efficiencies and creating a cost-efficient inventory management chain in order to streamline the supply chain business process, while integrating functions and linking them into a cohesive and high-performing business model. The management practices and procedures for the control and accountability for contingent-owned equipment include the implementation of stock ratios and the declaration of surplus equipment within missions, the reduction of pending write-offs, development of property management benchmarks for field missions and increased asset disposal activities. These measures will be combined with the implementation of bar-code reading technology in field missions.

283. The Property Management Unit currently comprises two Professional staff (1 P-4, 1 P-3) and three General Service (Other level) staff funded from the support account. Given the high dollar value of the equipment and the increasing necessity to provide quality analytical support to the missions, it is proposed to establish an additional post at the P-4 level to support the increase in activity and complexity of operations.

284. The Property Management Officer would contribute to the adoption of a life-cycle approach to property management that invests in the efficiency of equipment rather than its longevity, and explores opportunities to reuse and recycle, and to identify and dispose of ineffective assets. The Officer would develop corporate key performance indicators and implement a methodology to assess global mission performance results and accountability through provision of a feedback mechanism for adjustments to priorities, strategies and measures. The incumbent would also be engaged in the development of new projects related to cataloguing and codification of expendable material; act as project manager for the roll-out of bar-code-reading technology to field missions already implemented in UNMIL, MINUSTAH and UNLB; oversee and review the collation of financial reports with regard to property and provide guidance in the creation of reports on inventory within the Galileo inventory management system; provide expertise in the creation of inventory management analytical tools; and develop key performance indicators for achieving improvements in physical verification of non-expendable assets. These tasks, along with self-evaluations, audits and other reviews, are aimed to support the expansion of field missions, improve and strengthen the logistics support system, inform policymakers and facilitate allocation of resources. They are ongoing and of a continuing nature, and require the sustained effort of an additional Property Management Officer.

Medical Support Section

Medical Logistics Officer (P-4)

285. The Medical Support Section provides technical advice on all health-related issues for DFS and DPKO and is responsible for the planning and execution of medical support in the field. Consistent with the additional and expanded peacekeeping and political missions over the years, there is an increased demand for efficient and effective medical support, critical to the safety and well-being of the

peacekeeping personnel in the field. The Medical Support Section comprises five Professional staff (1 P-5, 2 P-4, 1 P-3 seconded military officer from Member States, 1 P-4 civilian Medical Planning Officer) and one General Service (Other level) funded from the support account.

286. With the establishment of UNAMID and the deployment of MINURCAT, the medical budget for peacekeeping and political missions grew by 20 per cent. The Medical Support Section currently oversees approximately $31 million in medical assets and several major contracts. The Section manages the medical equipment systems contract with an initial value of $2.5 million in 2004 and a current value of $18 million. The drugs systems contract has also increased significantly from an initial value of $2 million to $4.5 million. The blood systems contract initiated in July 2008 currently has a value of $1 million. The medical budget for supplies, services and equipment for peacekeeping missions in the field approximates $14 million annually, while reimbursement to troop-contributing countries for the provision of medical support is over $80 million per annum. There are currently over 226 level-I United Nations and military contingent advice clinics and 20 levels-II and III hospitals in the field missions. The level-I facilities are in various stages of enhancement requiring specialists. Furthermore, the provision of medical support involves the negotiation and management of commercial contracts with civilian medical facilities and letters of assist with governments related to levels-III and IV hospitals both within and outside mission areas of operation. In addition, the establishment and management of complex operational and strategic evacuation plans are required to ensure timely access to adequate levels of treatment in case of emergency. In addition, the Section is responsible for the development of policy documents and guidance for the field as well as the review of standard operating procedures and evaluation of regional health hazards.

287. The current staffing capacity does not allow for effective logistics management and the maintenance of institutional memory in medical logistics planning, implementation and accountability. It is proposed in this connection to reorganize the Section into two units consisting of the Medical Operations Unit and the Medical Logistics Unit to ensure that the Section is able to manage the increased workload effectively and efficiently.

288. The Medical Operations Unit would be comprised of medical doctors experienced in the areas of medical operations planning and execution, such as determining the levels of medical support requirements for the mission, regional disease surveillance and health assessment, and development of medical policies and guidelines. The Medical Operations Unit would comprise three approved Professional posts (1 P-4 civilian and 2 P-4 seconded military officers) with each officer tasked with an advisory role on all medical issues to three integrated operating teams (Africa teams 1 and 2, and the Asia and Middle East team). In addition to the overall administrative role for the Medical Service Section, the Chief (P-5 military officer on secondment) would be the focal person for the Europe and Latin America team.

289. The Medical Logistics Unit would focus mainly on material resource planning for new missions, deployment and management of medical assets, budget formulation and execution, medical asset acquisition planning, medical supply chain management and other medical-logistics related requirements. The Unit would comprise one approved Professional post (P-3 Medical Equipment Specialist on

secondment) and would require an additional post at the P-4 level. Accordingly, it is proposed to establish a post at the P-4 level for a civilian pharmacist.

290. In addition to the benefit of maintaining the institutional memory required in medical logistics planning and coordination as well as the management of the global inventory of medical assets, as team leader of the Medical Logistics Unit the incumbent would provide the Medical Operations Officers the opportunity to concentrate on medical operational issues; develop and provide continuous review of the medical assets, the standardized United Nations drug and pharmaceuticals formulary and a reliable blood supply network; manage the medical component of the strategic deployment stock ($2.5 million), the avian flu contingency stockpile ($13 million) and all peacekeeping and special political missions' medical asset bases; supervise the activities in DFS commercial medical warehouses; act as the focal person for supply chain planning and management for all medical supplies to the mission; review mission medical budgets and monitoring of missions' medical asset, expendables and medical services acquisition plans; develop statements of requirements and technical specifications for the establishment of global systems contracts and the management of other procurement issues; develop letters of assist and negotiate other contractual agreements between the United Nations and Member States where Government medical facilities are required to support peacekeepers; develop and review all guidelines and policies concerning medical logistics in the field; determine, promote and coordinate appropriate training for medical personnel in the field; and perform other tasks that may be assigned.

Engineering Section

Engineering Operations Officer (P-3, resubmission)

291. The Operations Unit within the Engineering Section comprises three Professional staff (1 P-4, 2 P-3) funded from the support account, whose ability to support individual missions has decreased dramatically as the global engineering support to peacekeeping missions has increased over recent years. For example, total approved engineering operating costs for MINURCAT increased from $47 million in 2007/08 to $115 million in 2008/09, representing 51 per cent of total operating costs for the Mission. During the start-up of UNAMID, the Unit supported the Mission by arranging procurement systems contracts of approximately $250 million. The workload related to UNAMID involves building more than 13,200 accommodations and setting up, among others, approximately 1,000 generator sets, 260 wastewater treatment plants, and 110 water purification units in an area where the infrastructure for these types of facilities is severely underdeveloped. The potential mission in Somalia will have significant engineering management difficulties associated with the conditions in the region, especially the security issues surrounding entry into the country. MINURCAT and UNAMID, in particular, will add heavily to the Section's workload in its day-to-day support of the engineering activities of the Missions, and the workload is expected to further increase with the potential mission in Somalia.

292. Furthermore, given the arid environments, poor infrastructure and poor water resources, the proportion of mission budgets for engineering has increased over recent years. For example, engineering operating costs account for approximately $226 million of the overall operating costs of $670 million approved for UNAMID in 2008/09, representing about 34 per cent.

293. In order to assist the missions to complete the foregoing engineering requirements, the Operations Unit would coordinate and clarify the missions' various engineering requirements and specifications; review requests for local procurement authority; draft the scope of requirements for the engineering services, where necessary; address procurement of high-value projects through the Headquarters Committee on Contracts for approval; support the implementation of new contracts in missions; and assist in the negotiation of various memorandums of understanding with the various troop-contributing countries. The operational support and guidance provided by the Operations Unit is and will continue to be critical to the missions' success.

294. In view of the increase in workload as a result of the expansion of existing peacekeeping missions, for example, UNIFIL, and the establishment of UNAMID and MINURCAT and a potential mission in Somalia, it is proposed to establish a post at the P-3 level for an Engineering Operations Officer to provide operational support to the various peacekeeping operations.

295. The incumbent of the proposed post would provide Headquarters engineering support to missions assigned; focus on the planning and coordination of military engineering tasks in support of peacekeeping operations; provide the required military engineering input to memorandums of understanding, negotiations with troop-contributing countries and in any other situations, when needed, and collate and maintain an up-to-date profile on mission engineer contingent activities and their productivity; be involved in start-up planning for any new missions, the preparation of engineering cost implications for the new missions and the review of ongoing mission budget submissions; be responsible for assigning strategic deployment stock, planning utility requirements, establishing contingent-owned equipment requirements and overseeing start-up implementation supporting utility requirements; and participate in predeployment visits to troop-contributing countries for the field missions assigned.

Supply Section

Supply Officers (2 P-3)

296. The Rations Unit in the Supply Section provides planning, strategic management, performance monitoring and technical oversight for the provision of rations and related major services. The Unit currently comprises three Professional staff (1 P-4, 2 P-3) funded from the support account, who oversee 14 multi-year contracts worth approximately $870 million and support about 92,000 troops. Furthermore, the Unit provides support and guidance on policy and standard practices to over 400 civilian and military personnel in rations management, who are overseeing and managing in-house rations supply chains in the field missions.

297. Several factors have impacted the management of food rations contracts at Headquarters in the past few years: the surge of peacekeeping operations, the logistic complexity of some of these operations, the unique challenges of the food rations supply chain, the need to closely monitor these operations, and a recent surge in the price of food items. Furthermore, General Assembly resolutions, audit reports and internal investigations have emphasized the need to increase efficiency in the strategic management of food rations contracts.

298. Although price adjustments in contracts are not typically made until after one or two years, there are clauses in the contracts which allow for extraordinary adjustments when food prices increase significantly. This situation occurred in the 2008/09 budget period, resulting in the renegotiation of several contracts, which were not due to expire for the next two years. From 2006 to 2008, nine requests for proposals were issued, eight new rations contracts were established with two separate contractors (UNMIL, UNDOF, UNOCI, UNIFIL, MINURSO, UNMIS, UNMIT and UNAMID), five contracts were amended and one continues to be under liquidation (UNMEE). Seven new rations contracts are expected to be concluded during the 2008/09 period (MINUSTAH, MONUC, a long-term contract for UNAMID, UNMIS, MINURCAT, UNMIT and UNFICYP). Between 2009 and 2010 another five rations contracts are up for renewal or rebid (UNMIL, UNDOF, UNIFIL, UNOCI and MINURSO). Moreover, the potential mission in Somalia would require extensive support from Headquarters.

299. Although a basic template contract for rations exists, each contract is developed and negotiated individually owing to the uniqueness of each mission's location, mode of transportation, and requirements. There are approximately 300 line items in each contract for the various specifications for the type of rations, which require constant review of standards, specifications and updates to ensure that the missions get the best products and services from these contracts at competitive prices. By centralizing the procurement and negotiation of rations contracts in Headquarters, the Organization achieves better economies of scale, institutional knowledge retention and transfer of knowledge to missions, when necessary. Rations Officers in the field are primarily involved in the execution and management of rations contracts, including monitoring the performance of the contractors on ordering of rations, checking storage conditions by contractor and in the contingents, among others, as well as payments to the contractors. Along with the increase in the dollar value of the rations and major services, the financial risks, responsibility and complexity of the work of the Rations Unit has increased.

300. The shift in contractual structures from supply of commodities to major turnkey service contracts increasingly requires expanded roles for contract management and oversight, risk and technical performance management on existing contracts. Intense and continuing scrutiny from oversight bodies has further increased the workload and the need to implement expanded accounting procedures, internal controls and other risk-mitigating initiatives to reduce the potential for waste and mismanagement in such large and complex contracts.

301. The Rations Unit currently does not have the staffing capacity to fully monitor the implementation of improvements and lessons learned in the missions to ensure better management and control over the delivery and quality of food rations or travel to the missions to oversee and provide guidance on the quality of the air delivery of rations; the contractor's level of fulfilment of its obligation to hold 14 days of rations reserves and to hold sufficient contractor-owned food stock to ensure an uninterrupted supply of rations; the mission's calculation of performance measures and credits to ensure that if a contractor is in default of quality, quantity or timelines, the Organization's rights would be fully protected through proper compensation; compliance by contingents with proper ordering procedures and storage requirements; and the full implementation of the United Nations Rations Scale and the menu ordering system. Given the increased dollar volume and complexity of the work, it is proposed to establish an additional post at the P-3 level

for a Supply Officer in the Rations Unit to undertake tasks, including those mandated by the General Assembly, to improve the quality of support for missions, management oversight and accountability.

302. The incumbent of the proposed post would support the development of new rations contracts, oversee the development and implementation of the electronic rations management systems, contribute to the development and update of rations policies and guidelines, translate lessons learned as best practices, develop new policy and management tools, reduce waste, ensure proper safety of food by conducting ad hoc inspections and provide more effective oversight to reduce potential fraud. The accomplishment of these on-going tasks would provide long-term benefits for the supply of rations and associated services to field missions. The aforementioned tasks would require the sustained effort of the additional Supply Officer and therefore alternatives such as general temporary assistance or consultants are not viable.

303. The Fuel Operations Unit in the Supply Section provides planning, strategic management, performance monitoring and technical oversight for the provision of fuel and related services and support and guidance to over 500 civilian and military personnel in field fuel operations who oversee and manage in-house, hybrid and turnkey petroleum, oil and lubricants-related service contracts, and related fuel supply chains. The Unit currently supports in excess of 100 petroleum, oil, lubricants and related service contracts with a multi-year value of over $1.5 billion in more than 35 field missions.

304. The Unit was established in 2005 and currently comprises three Professional staff (1 P-4, 2 P-3) and one Military Officer at the P-3 level seconded from the Office of Military Affairs for the 2008/09 budget period. With the current staffing capacity, the Unit performs a limited percentage of the tasks and responsibilities mandated and outlined in the DPKO and DFS Fuel Operations Manual. This includes the development and negotiation, monitoring and administering of the current 100 existing and expiring mission fuel contracts, of which 13 are large-scale contracts in process in collaboration between the Fuel Operations Unit, the Procurement Division and the missions as well as over 20 fuel equipment systems contracts under development. There are currently 60 major commercial standards and specifications that apply to the handling of fuel and related equipment about which fuel assistants and officers should have detailed knowledge. These are complex standards for the safety of personnel handling the fuel, those in the proximity of fuel installations and those who drive and fly in United Nations aircraft.

305. There are continuous developments in fuel handling, occupational health, environment and safety, accountability, fraud prevention, equipment maintenance, quality assurance, quality control and contingency planning. There is no current standardized fuel operations training or certification framework in the United Nations. Providing standardized technical and fuel operations procedural specific training to staff members of the Fuel Operations Unit would increase the missions' accountability and ability to respond to requirements. Existing safety and quality standards of field fuel operations are irregular and impossible to monitor and update with the current resources. The Unit lacks the expertise in the field missions to actively assist in the procurement, implementation, administration and management

of large-scale fuel turnkey contracts; therefore the associated tasks and responsibilities revert to the Fuel Operations Unit at Headquarters.

306. There was a 350 per cent increase in the volume and value of fuel contracts between 2003 and 2008. The Fuel Operations Unit has managed to meet some immediate operational support demands by stretching existing resources, utilizing augmentation staff and staff assigned from missions. However, given the increased dollar volume of contracts and the technical complexity of the work, it is proposed to establish a post at the P-3 level for an additional Supply Officer to develop, implement and oversee United Nations fuel quality assurance, integrity of technical standards, and training to meet the General Assembly's request, contained in section XV, paragraph 2, of its resolution 61/276, to improve fuel management. Resources have been approved to address pressing requirements in fuel operating standards, the DPKO and DFS manual and best practices, but resources are insufficient to ensure that they are accurately or consistently transmitted and applied within peacekeeping missions. The requirement for this position would be ongoing and involve improving capacity-building and best practices. Ensuring that all fuel personnel are fully capable of carrying out their duties in accordance with the United Nations standards is paramount and would be the primary duty of the proposed Fuel Supply Officer.

307. In this context the Officer would be tasked to develop, implement and oversee a quality assurance framework and technical standards; ensure petroleum, oil and lubricants product and operations integrity for over 35 field fuel missions; assess current training needs; develop, implement and maintain training standards for over 500 civilian and military personnel in Headquarters and the field in collaboration with the Integrated Training Service; and monitor over 35 missions' on-the-job training programmes.

Transportation and Movements Service

Movement Control Section

Chief (P-4)

308. The Movement Control Section comprises nine Professional staff (1 P-5, 1 P-4, 7 P-3) and three General Service (Other level) assistants funded under the support account.

309. Currently, approximately 30 per cent of the Section's strategic movements are made through letters of assist. Letters of assist are negotiated with various troop-contributing countries to provide transportation services for troops and equipment between the various peacekeeping missions and their countries of origin as an alternative to procuring transportation services through commercial means. For the preceding year, the Movement Control Section arranged 51 letters of assist involving 21 troop-contributing countries for a total expenditure of $46 million, excluding maritime task force letters of assist.

310. In 2006, the Security Council, in its resolution 1701 (2006), authorized a significant and rapid build-up of UNIFIL forces, including the formation of a maritime task force to patrol the coastline of Lebanon's borders and other entry points in order to prevent the entry of arms or related material. The task force comprises approximately 22 naval vessels, some with aviation assets on board. While the Department's Aviation Section manages aircraft in field missions on long-

term charters and letters of assist, there is no equivalent to manage maritime assets. In the absence of staffing capacity to undertake the additional responsibilities, the responsibility for the Headquarters support to the maritime task force was absorbed from within the Movement Control Section's staffing establishment. In addition, owing to constant restructuring of the maritime task force fleet, the related letters of assist undergo continuous renewal and negotiation, a process whereby each change necessitates a new round of negotiations and revisions and involves interfacing with the Office of Legal Affairs and the Headquarters Committee on Contracts. The Movement Control Section, however, does not comprise the staffing capacity required for the management of the UNIFIL letters of assist involving 12 Member States, 22 naval vessels and 11 helicopters, with a total value of approximately $80 million annually. Moreover, the project is further complicated by a complex system of verification and certification responsibilities shared between UNIFIL and the United Nations.

311. As an interim measure, the management of the maritime task force letters of assist was shared between the UNIFIL Strategic Military Cell at Headquarters and the Movement Control Section involving the support of a Naval Commander from the UNIFIL Strategic Military Cell as well as staff members in the P-3 and General Service (Other level) categories from the Section, on a part-time basis combined with their regular responsibilities. The Naval Commander devotes approximately 75 per cent of his time, and the staff members devote approximately 25 per cent of theirs, to UNIFIL maritime task force letters of assist. The time invested in training and developing the UNIFIL maritime task force letters of assist management duties is substantial, and the constant turnover of Military Officers owing to the temporary nature of their duty is inefficient.

312. Letters of assist for the maritime task force are prepared by the Headquarters staff, as this process involves negotiation with officials of the permanent missions to the United Nations from approximately 30 different Member States. Accordingly, this work cannot be performed at the mission level. At that level, for regular short-term movement letters of assist, the mission is responsible for dispatching/receiving passengers and cargo on the aircraft arranged by the troop-contributing countries and for submitting movement completion reports to Headquarters. For the maritime task force letters of assist, the mission is additionally responsible for completing, and submitting to Headquarters, the operational usage report. Both reports allow for reimbursement to troop-contributing countries.

Management of aircraft on long-term charter

313. During the 2007/08 budget period, in order to reduce the cost of strategic personnel movement, reduce repetitive bidding activity and obtain greater flexibility for field missions, the Movement Control Section, in collaboration with the Aviation Transport Section, developed a concept of using aircraft on long-term charter to conduct strategic personnel movement (deployment, rotations, repatriations) of military/police personnel in peacekeeping missions located mainly in Africa. Effective April 2008, passenger movement operations commenced using an Airbus 310 on long-term charter. Depending upon the continued success of this initiative and the level of movement activity, it is envisaged that this concept may be expanded to two or more aircraft. Currently, with one aircraft, the annual operating cost is approximately $54 million. Initially, the concept envisaged a joint Air Operations and Movement Control Team, with representation from the key

supported field missions, working with the Air Operator to produce the monthly tasking schedules and coordinate all activities. Ultimately, that concept did not prove successful owing to the inability of the supported field missions to come together and work in the interests of all missions and difficulties associated with invoice verification and processing. Consequently, the complete utilization management of this passenger aircraft needs to be centralized at Headquarters, as individual field missions would not have the overall visibility of all strategic passenger movement requirements in all of the field missions.

314. The Movement Control Section would provide the support to manage the above-mentioned aircraft on long-term charter in order to ensure efficient and effective usage of the aircraft and meet the strategic personnel movement needs of the supported field missions. Currently, the Section conducts the majority of strategic passenger airlifts through individual short-term charters for all movements as opposed to one or more regional passenger aircraft on long-term charter conducting the majority of passenger movements. The latter would provide significant advantages in terms of cost savings and more flexibility to the supported missions in response to the increased number of troop and police personnel the United Nations is required to deploy, rotate and repatriate. Specifically, there is a greater concentration of United Nations troops and police personnel in peacekeeping missions in Africa, enabling the regional passenger aircraft concept to work successfully.

315. In this context, it is proposed to establish a post at the P-4 level to accommodate the additional workload associated with the management of maritime task force letters of assist related to UNIFIL and the management of the passenger aircraft on long-term charter. Subsequently, with the approval of the additional proposed post, the Movement Control Section would be restructured into two Units: the Operations Unit and the Mission Support Unit. The Mission Support Unit would comprise the proposed new post for Unit Chief and two existing posts, one at the P-3 level and one at the General Service (Other level). The Unit would administer letters of assist, long-term air charter, personnel, training, audit, doctrine and standardization. The Mission Support Unit would be involved in technical assessments of field missions, development and training of Movement Control personnel both at Headquarters and in the field, updating Movement Control standard operating procedures and manuals, answering audit queries and managing numerous projects.

Air Transport Section

316. The increase in the number of peacekeeping missions during the last four years has resulted in dramatic growth in the Department's aviation air and ground support services and equipment. As of January 2009, the fleet consisted of 246 aircraft, with air transportation-related operating costs of approximately $904 million for all field missions. The Organization fleet is comparable to the fleet size of a major air carrier. The fleet is expected to grow from 103 aircraft approved in 2003 to 309 aircraft by the end of 2009, deployed in 20 field missions, including 79 aircraft approved for UNMIS and UNAMID. The Section's operating costs for UNAMID, approved in 2008/09, account for approximately 31 per cent of the mission's total operating costs.

317. In its report entitled "Audit of United Nations Air Operations 2000", ICAO recommended a ratio of 1 Professional staff to 8.75 aircraft or the management of contracts of $17.5 million by 1 Professional staff at United Nations Headquarters. In 2000, the ratio was 1 Professional staff for 25 aircraft and contracts of approximately $25 million. In 2008, 1 Professional staff managed about 22 aircraft with contracts amounting to $44 million in addition to air and ground support services and the required surveillance and monitoring of the operations and safety standards associated with the management and performance of those air carriers and aircraft at the strategic level at Headquarters. Resources for the Air Transport Section are below the standard recommended by ICAO to provide the required management and oversight of the aviation programme in line with best practices in the industry.

318. The Air Transport Section comprises 13 Professional staff (1 P-5, 6 P-4, 6 P-3) and four General Service (Other level) staff funded from the support account. The Section requires an increase in capacity commensurate with the scope, scale and depth of its activities, in particular the new contracts as a result of the growth in fleet. In this context, it is envisaged that each major mission should have a Desk Officer dedicated to supporting and monitoring the mission's aviation activities.

Aircraft Management and Contracts Unit

Air Transport Officer (upgrade P-3 to P-4)

319. Owing to the heavy volume and complex contract management expected in connection with 79 approved aircraft for UNAMID and UNMIS, it is proposed to upgrade the existing Air Transport Officer from the P-3 to the P-4 level, as the experience, aviation skills and management expertise required are essential to manage the surge in the expected increased number of letters of assist and commercial contracts. With the establishment of UNAMID, the air assets managed by the incumbent would increase dramatically from the current UNMIS air fleet of 31 to an additional 48 for UNAMID, totalling 79 aircraft. The budget related to the management of these particular aircraft would approach $300 million. Additional responsibilities would be to provide guidance on the formulation of budgetary requests for UNMIS and UNAMID and the role of principal liaison with the Headquarters Committee on Contracts and Procurement Division for new and renewals of letters of assist and commercial contracts.

Air Transport Assistant (GS (OL), general temporary assistance conversion)

320. With the increase in air assets and field missions, the number of invoices for processing by the Air Transport Section will increase to approximately 3,500 per year, excluding UNAMID and MINURCAT and the potential mission in Somalia. Given the 79 new aircraft, an additional 1,300 invoices are expected each year; thus, the workload is continuous in nature. The Air Transport Service comprises one General Service (Other level) post, assigned to process the invoices and input the status in the database. Because of the backlog the Organization has not been able to take advantage of discounts provided by vendors for early disbursement of funds. It is proposed to convert a general temporary assistance position to a General Service (Other level) post to assist in the management of air assets and the expeditious procurement of services and payment of invoices, resulting in timely availability of data.

Aviation Quality Assurance and Standards Unit

Air Transport Officer (P-3)

321. The Aviation Quality Assurance and Standards Unit in the Air Transport Section ensures that DFS and DPKO aviation operations are well planned and executed in accordance with international standards on inspection, performance reports and compliance activity. The Unit's current staffing capacity limits the quality assurance programme implementation, including conducting an ongoing review of transportation requirements. This programme is the baseline against which commercially contracted air carriers and letter-of-assist-provided aircraft compliance activities are measured. In addition, the programme is designed to mitigate risk and any exposure of the Organization while providing safe and secure air transportation to United Nations staff members and troops provided by troop-contributing countries.

322. The Aviation Quality Assurance and Standards Unit conducts vendor pre-qualification, registration, evaluation and performance reports as well as on-site inspection of vendors and missions. To ensure that DFS and DPKO aviation operations are well planned and executed in accordance with the ICAO Standards and Recommended Practices, United Nations Aviation Standards for Peacekeeping and Humanitarian Air Transportation Operations, the Aviation Quality Assurance and Standards Unit is responsible for the implementation of the Department's Aviation Quality Assurance Programme, which is designed to promote aviation safety, assist in contract management and fundamentally mitigate risk to the Organization in the provision of safe and secure air transportation to United Nations staff members and troops. Air carriers are required to meet the minimum standards before they can be registered and listed in the Division's database of approved flight service vendors, and subsequently, the activities of air carriers are closely monitored once they are contracted, to ensure continuing compliance with the aforementioned standards.

323. The Unit conducts flight service vendor pre-qualification/registration evaluations based on technical and operational criteria, in coordination with the Procurement Division. Before any air carrier is invited to tender for a potential air charter agreement with the United Nations and deploy to a particular field mission, an on-site audit and inspection of the air carrier must be completed. In keeping with industry best practice, supplementary inspections are required every two years thereafter. This programme must be coordinated and executed at Headquarters. The Unit exercises close monitoring and analysis of inspection and performance evaluation reports on all commercially contracted air carriers and military aviation units operating under letters of assist.

324. The identification of adverse trends and the implementation of corrective action to counteract these trends can be effectively conducted only on the data originating from all field missions and not simply on an individual mission basis. These primary activities are conducted at Headquarters, as they require interaction with all potential and contracted flight service vendors from the global marketplace and deployed in all field missions with aviation support. Field missions are responsible for the provision and operational utilization of aviation support in meeting their unique Security Council-mandated objectives and, as such, will be interacting with a smaller subset of the total United Nations deployed aviation assets

that have been contracted. Field missions supply air carrier inspection and evaluation data to feed into the DFS aviation quality assurance programme.

325. The lack of vendor response to invitations to bid from a current vendor database of approximately 160 air carriers has driven a major Procurement Division and Air Transport Section effort to attract and evaluate a substantial number of additional worldwide air carriers for registration. Given that each evaluation takes up to three months to complete, the process would be subject to delay without a corresponding increase in capacity. OIOS, in its audit of safeguarding air safety standards while procuring air services for the United Nations peacekeeping missions (A/59/347), noted the infrequency of visits to vendor sites owing to budgetary or human resources constraints. Those visits aim at confirming the conclusion of the documentation review and are an essential part of aviation oversight industry practice (Board of Auditors report, A/60/5 (Vol. II)).

326. Currently, the Unit comprises two Professional staff at the P-4 level. Given the 79 new aircraft planned for procurement in response to the requirements for UNAMID and MINURCAT, additional vendor pre-qualification and registration, inspection/performance evaluation report analysis, on-site inspection of flight service vendors and aviation quality assurance inspections of field missions are required. Accordingly, it is proposed to establish an additional post at the P-3 level for an Air Transport Officer.

327. Specifically, the Air Transport Officer would conduct the air carrier's pre-qualification for registration process to ensure compliance with the Organization's standards for aircraft, aircrew qualifications, training, maintenance and safety programme; ensure compliance with the Organization's aviation requirements in the performance of the contract; maintain the air carrier library; undertake flight service vendor inspections and mission aviation quality assurance visits; assess and provide advice to field programme managers in aviation standards and technical compliance matters; determine the aviation industry's best practices in terms of quality, adequacy and suitability for conducting safe air operations in compliance with international rules and regulations; disseminate periodic aviation performance reports; review and develop new standards; review contractor performance evaluation reports; and analyse and assess trends in peacekeeping aviation and initiate corrective actions.

Administrative Assistant (GS (OL), general temporary assistance conversion)

328. With the additional volume of vendor registration activity expected and corresponding aviation quality assurance programme activity, it is proposed to establish a post at the General Service (Other level) to provide essential administrative support to the Aviation Quality Assurance and Standards Unit.

329. New and existing flight service vendors, expected to provide aviation services for UNAMID and MINURCAT, will generate substantial additional administrative work associated with technical evaluation, registration, and on-site audit/inspection and a large increase in the volume of inspection/performance evaluation reports from the field once an anticipated additional 79 aircraft are deployed. The additional data will need to be constantly updated and maintained to ensure that the air carrier registrations, certifications and authorizations are up to date and in full compliance with aviation safety standards.

330. The function of the current general temporary assistance position contributes essential support to the Unit. The need for this support is continuous in nature, as the increase in administrative overhead corresponds with the increase in air support activity associated with the increasing commitments to additional and upcoming peacekeeping operations. Accordingly, it is proposed to convert a general temporary assistance position to a post in the General Service (Other level) category.

Airfields and Air Terminals Unit

Chief (P-4); Air Transport Officer (P-3)

331. The Air Transport Section is responsible for aircraft management from Headquarters, and the Air Terminal Units, in field missions, have historically been tasked with the day-to-day running of airfield and air terminal services and managing any contractors providing services, such as refuelling, security, cargo loading, aircraft towing, firefighting and meteorology. In recent years the Organization has provided and operated contingent-owned equipment and improved airfields at increased levels owing to the significant use of undeveloped airfields at UNMIS, UNAMID, MINURCAT and MONUC. As field missions have expanded significantly, and because of the condition of the existing aviation infrastructure in the field, major airports necessitate substantial airport development, for which resources have been approved in peacekeeping mission budgets and an inter-agency agreement between ICAO and the United Nations was concluded for MONUC. Without minimal improvements to the current deteriorating aviation infrastructure, in accordance with ICAO standards, support to field missions will become hazardous or impossible. For example, multiple airports used by United Nations aircraft at MONUC and UNMIS have inadequate runway lighting and marking which do not meet general safety standards. Moreover, aviation infrastructure, such as air landing strips servicing peacekeeping missions, is in poor repair or is non-existent. The demand for air transport support in complex peacekeeping missions and associated air and ground support services has resulted in the workload exceeding a reasonable level at Headquarters. The lack of airfield infrastructure requires additional highly skilled staff in airfield engineering and operations at Headquarters and in the field missions.

332. Accordingly, it is proposed to establish the Airfields/Air Terminals Unit at Headquarters to assist missions in the management of air and ground support services for field missions' airfield and air terminal requirements and provide support in airport master planning and the airfield repair programme. Airport projects require engineering expertise to plan the construction and renovation of runways, aprons, hangars and support from other specialized areas in the Department such as ICTD for the air navigation equipment, Surface Transport for airport vehicles, equipment and fire trucks, and the Supply Section for lighting and meteorology equipment. However, technical requirements for specifications are developed by the Air Transport Section. As a result, equipment is suitable and standardized across missions having reduced spare parts requirements, maintenance knowledge is augmented, training needs are reduced and greater operating competence exists. The Unit at Headquarters would establish systems contracts for all types of equipment and manage inter-agency agreements and other systems contracts to provide specific, responsive long-term support to major infrastructure projects. The Unit would ensure that local aviation standards and international standards on equipment and facilities are practised in all missions.

333. Currently, the Chief Aviation Officers in the field missions do not have the required expertise or resources to oversee these complex projects. Field staffs are undertaking the airport improvements projects in an ad hoc manner, resulting in long completion times owing to the complexity of the projects, their cross-cutting nature, and lack of specialized staff and coherent strategy. Projects have taken years to commence, have been slow in their implementation and some have failed to be completed. Moreover, aircraft and missions have operated at below optimum efficiency and in some cases not at all. Efforts have been duplicated in some missions in terms of design work for terminals and developing specifications for equipment. In addition, equipment has not been standardized. In this context, it is proposed to establish a post at the P-4 level for Chief of the Airfields/Air Terminals Unit and a post at the P-3 level for an Air Transport Officer (Ground Aerosystems Mechanical) to manage all tasks related to the surge in workload because of the development of aviation infrastructure.

334. The Chief of Unit would establish the direction and strategy for the Unit by performing a full review of existing mission capabilities, future operational plans and existing United Nations aviation practices, aerodrome development master plan and civil aviation development master plan in the countries where airfield infrastructure is in poor condition. The Chief would provide management and supervision of the Unit and be responsible for planning and the provision of standards, facilities and equipment, airfields and helicopter landing sites, including runways, taxiways, hangars, air traffic control, radio navigation, emergency crash rescue, aerospace ground equipment, aircraft ground handling, refuelling, meteorology, terminals and aircrew facilities; managing the development of requests for proposals to provide airfield services through commercial contracts; overseeing preparation of the statement of work of United Nations-operated airfields for provision of airfield services units from the troop-contributing countries; assisting the Procurement Division and guiding staff in the issuance of invitations to bid and conduct the technical evaluation of bids, checking for consistency of the programme; ensuring the implementation of ICAO guidance on air/ground-related aviation services, airspace management and group support equipment; and establishing the global navigation satellite systems procedures.

335. The Air Transport Officer would assist the Chief of the Airfields/Air Terminals Unit to oversee the management of the airfield development plan and rehabilitation projects for all peacekeeping missions. As an aviation ground aerosystems mechanical specialist, the Officer would direct planning and provision of aerospace ground support equipment requirements to support aircraft handling, refuelling, passenger handling, cargo handling, airfield and air terminal security standards and equipment, emergency crash rescue vehicles and equipment in missions, including requirements for staff levels, qualifications and experience. The incumbent would provide guidance to missions, draft statements of purchase, develop requests for proposals for contractors and prepare statements of work for troop-contributing countries' aircraft support units; liaise with other sections to establish budgets and systems contracts for equipment and vehicles; and determine equipment specifications and provide guidance on training requirements.

336. The Organization has experienced positive results from the work already undertaken in establishing a standardized fire trucks fleet and other airport vehicles such as reduced spare parts holdings, greater levels of maintenance experience, the ability to temporarily provide identical replacement fire trucks to crews that thus do

not require re-training and certifying, while ensuring that such vehicles are of value to and suitable for all missions in all circumstances. A Unit at Headquarters, with this unique expertise, would mitigate the duplication of procurement and training efforts in field missions. The Unit would facilitate guidance and technical support to Surface Transport, Engineering, Supply and ICTD when procuring specialist items on behalf of the Air Transport Section. Improvements to airports and airfields in the area of operations would significantly enhance safety, reducing risks, and would improve operational effectiveness and security.

(e) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
Posts	$24 689.8	$3 180.3	14.8%

337. The provision of $24,689,800 would cover salaries, common staff costs and staff assessment for the 145 continuing posts and 12 proposed new posts. The variance is attributable to increased standard costs, the continuation of additional posts approved for 2008/09, in respect of which a delayed recruitment factor of 50 per cent (Professional category) was applied, as well as to the proposed establishment of new posts. Computation of requirements for all continuing posts reflects the application of projected vacancy rates of 7 per cent and 5.2 per cent for all continuing Professional and General Service category posts, respectively, and delayed recruitment factors of 50 per cent and 35 per cent for the proposed new posts in those categories. The application of the projected vacancy rates used for the continuing Professional and General Service category posts to the computation of requirements for the proposed new posts would result in total resource requirements under the above heading in the amount of $25,628,500.

	Cost estimates	*Variance*	
General temporary assistance	$507.3	$83.6	19.7%

338. The provision in the total amount of $507,300 would cover general temporary assistance requirements for three general temporary assistance positions at the P-3 level, as detailed below.

Civil Engineer Water Specialist (P-3 for 12 months, continuation)

339. Currently, the Engineering Section comprises one Civil Engineer Water and Sanitation Specialist who is heavily involved in the management of system contracts for water purification and wastewater equipment in existing missions. The evolving technology in these areas requires the engineer to follow up with trends and development of a new scope of requirement for the above-mentioned equipment. With the establishment of UNAMID and MINURCAT and a potential mission in Somalia, the capacity to perform mission water planning support is limited. Available expertise in this area is essential given the developments in the field, in particular with new missions.

340. The continuation of a general temporary assistance position at the P-3 level for 12 months is proposed to support the Civil Engineer Water and Sanitation Specialist with additional water assessments in Sudan/Darfur and Chad; act as the focal point on all water-related issues pertaining to the Somalia mission; be responsible for

conducting research and preparing all documents and reports relating to water resources, water purification and wastewater treatment systems as well as equipment; visit Somalia as part of the technical assessment mission; and participate in the development of the support plan and the budget for engineering requirements. The Engineer would be the focal point for the start-up phase of the Somalia mission.

Engineering Assets Material Manager (P-3 for 12 months, continuation)

341. The Engineering Section monitors and manages global engineering assets for peacekeeping missions and special political missions worth approximately $497 million, which includes 105,531 line items of assets divided into 25 major categories. Given the new missions to be undertaken, the value of global engineering assets is expected to increase when all goods are delivered to UNAMID and MINURCAT and the potential Somalia mission progresses. For example, UNAMID and MINURCAT alone will require asset management of over 24,000 items of major engineering equipment in delivery status valued at over $200 million purchased in 2008/09. This includes over 15,000 accommodation units, 800 generators, and 1,400 water purification and septic disposal-related pieces of equipment. Moreover, the Engineering Section manages over 10,000 different categories of consumables consisting of a total of 113,087,787 items in inventory, with a total value of $170 million and an extensive range of tools. The correct codification of these materials requires an officer experienced in engineering material to ensure proper identification and cataloguing. All assets must be managed throughout their entire lifecycle from initial acquisition, deployment, stock aging, mission transfers, disposal and write-off at the end to ensure the most efficient asset management.

342. It is proposed, accordingly, to continue the general temporary assistance position at the P-3 level for 12 months for an Engineering Assets Material Manager to manage the assets of the United Nations in response to the surge in peacekeeping activities with respect to UNAMID, MINURCAT and Somalia. The incumbent would be responsible for the management of engineering assets relating to strategic deployment stocks; mission transfers and mission liquidation action; codification of spare parts; expendables and other consumable materials, and drafting of field mission guidance related to these matters; updating of the policies and procedures for engineering asset management in both the field and strategic deployment stocks; monitoring and managing of engineering materiel and equipment directly related to field mission stocks and inter-mission transfers; support to the stock composition review based on technologically updated engineering equipment; the United Nations reserve and the replenishment and release of strategic deployment stocks material and related budget activity.

Surface Transport Resources Officer (P-3 for 12 months)

343. The Surface Transport Section currently supports a global fleet of approximately 20,000 vehicles with an asset value of over $620 million deployed across all peacekeeping and special political missions and based on 40 systems contracts with a cumulative not-to-exceed value of $674 million. These contracts are extensively used to sustain new acquisitions and planned replacement programmes for field mission support. To ensure effective support to the field, the contracts are continuously managed, requiring technical reviews and extensions. The vehicles and support ancillaries are acquired on terms which require organization of shipping to

destinations including inland movements. The usage of these contracts has grown threefold over the anticipated standard owing to the growth in the Section's global fleet. Furthermore, with the change in the security environment, there is an increasing requirement for additional armoured and mine-protected assets. Owing to the changing nature of threats, all existing armoured vehicle and mine-protected vehicle contracts are under review and will need to be re-established. It is proposed to establish a general temporary assistance position at the P-3 level for 12 months to undertake this additional workload, ensuring optimal support to the field.

344. The variance is attributable to increased standard costs and the proposed establishment of new general temporary assistance positions, with the application of a projected vacancy rate of 7 per cent (Professional category) compared to 8 per cent (Professional category) and 4.5 per cent (General Service category) applied to the computation of requirements for the continuing general temporary assistance positions in 2008/09.

	Cost estimates	*Variance*	
Consultants	$514.0	($136.0)	(20.9%)

345. The consultancy requirements for the period are set out as follows.

(United States dollars)

Expertise	*Person/ month*	*Amount*	*Output reference*
Fuel management best practices (Logistics Support Division)	20	220 000	Conduct of analysis and reviews of rations and fuel utilization; and monitoring of contract compliance
Automotive engineering and field support (Logistics Support Division)	5	110 000	Completion of the development of automating and tracking the ordering of vehicles and mechanical equipment by the field missions
Aviation ground handling and support agreement (Logistics Support Division)	6	85 000	Identification of airfield infrastructure critical to peacekeeping mission operations which require an upgrade to local and international aviation standards
Contingent-owned equipment reporting (Logistics Support Division)	6	54 000	Provision of oversight and guidance to the development of Contingent-owned Equipment/Memorandum of Understanding Management Review Boards in missions with a view to streamlining the determination of appropriate levels of equipment, personnel and self-sustainment capabilities of troop- and police-contributing Member States provided to field missions to ensure that they meet the operational requirements

Expertise	*Person/ month*	*Amount*	*Output reference*
Air transport management system (Logistics Support Division)	5	45 000	Conduct of the Department's Aviation Quality Assurance Programme, which is designed to promote aviation safety, assist in contract management, and mitigate risk to the Organization in the provision of safe and secure air transportation to United Nations staff members and troops, through audit and inspection visits to peacekeeping missions and conduct of vendor pre-qualification and registration
Total	**42**	**514 000**	

346. An amount of $220,000 is proposed for the Logistics Support Division to engage industry best practice and austere field fuel operations expertise for 20 person-months to complete the seven best practices projects approved in the 2007/08 budget period; assist the Fuel Operations Unit in the ongoing implementation of the recommendations of the current best practices projects, including the highly technical and intensive procurement exercise for the selection of vendors for fuel equipment systems contracts and the development of peacekeeping fuel operations training and certification curriculum. ACABQ noted that the OIOS horizontal audit of fuel management in peacekeeping operations (A/61/760 and Corr.1) identified a number of weaknesses in internal controls, including a lack of mechanisms to monitor fuel consumption. In its report (A/61/852, para. 54), the Advisory Committee requested the Department to review the current business models for fuel management with a view to improving business practices and systems. Moreover, the Committee recommended that the Secretary-General be requested to report, in the context of the next overview report, on progress achieved and improvements made in that regard. The benefits to be derived from the best practices project would most likely include a direct saving in fuel expenditure as well as the propensity to save on overall equipment and maintenance costs through the standardization of equipment and procedures. Furthermore, safety measures for all users of fuel-consuming equipment would be enhanced, most notably for the refuelling of aircraft.

347. An amount of $110,000 is proposed for a consultant to assist in the development of technical specifications and incorporate the prevailing best industrial standards and practices for the statements of requirement for 16 global vehicle system contracts (not to exceed $230 million) that require updating and renewal in 2009. Although the staff from the Surface Transport Section will play a major role in the preparation of the statements of requirement, specifications and other bidding documents, the consultant would provide, in addition to technical inputs, independent review and certification of the statements of requirement to ensure that they are generic in nature and not biased towards any vendor, independent review and certification of the technical evaluation of all proposals for completeness, transparency and fairness, and assistance to Procurement Division in any contractual negotiations relating to technical aspects of the accepted proposals.

348. An amount of $85,000 is proposed for a consultant to assess the relevance and benefit of establishing a worldwide aviation ground handling and support agreement

with service providers in the industry. With the global concept of fleet utilization and the central role of the Strategic Air Operations Centre, a global agreement would provide the Organization with a full range of services for ad hoc airlift operations and transcontinental strategic airlift in support of peacekeeping operations, alleviating the potential for additional costs derived from the need to enter into ad hoc arrangements at the airports where the United Nations will service/land/refuel its aircraft, reducing the risk of carrying cash upwards of $100,000 to pay for these en route expenses and to avoid diverting aircraft to refuel and rest overnight only to places where the United Nations has established missions/arrangements. A centrally managed contract designed to support all missions and provide support to high-level officials such as the Secretary-General for travel to locations which are not established missions would minimize duplication of efforts and resources.

349. A provision in the amount of $54,000 is made for consulting services to enhance the contingent-owned equipment reporting capability, improve data integrity in source database, implement capabilities of new versions of specialized business objects, produce user guides and other support material and continue development of standard report templates. The current database analysis tool is outdated, placing reliance on manual procedures performed in the field in the analysis of inspection data, and often lacks regular overall performance and compliance analysis given the amount of data, resulting in poor overview of assets available and used in peacekeeping missions. In its report on the audit of information technology systems (AT/2007/600/01), OIOS concluded that several systems and a significant number of manual procedures are involved in the support of contingent-owned equipment operations. In this situation vulnerabilities exist which may compromise data security and integrity, and increase reliance on ancillary, stand-alone systems and manual controls. An updated compliance and performance reporting system would allow for increased consistency in contingent-owned equipment field verification and provide a real-time overview of troop- and police-contributing countries and United Nations performance in field missions, thus allowing timely action by troop- and police-contributing countries and field missions to rectify deficiencies and improve performance and compliance with memorandums of understanding.

350. The Information and Communications Technology Division of DFS will manage phase II, in the 2009/10 budget period, of a commercial off-the-shelf aviation management solution, air transport management system that provides real-time, global operational and fiscal visibility and accountability that are essential to air transport operations. In this connection, an amount of $45,000 is proposed to engage external logistics IT expertise to contribute to the definition of the requirements and participate in the selection; the preparation of the requirement; and the selection of the software from both the user and IT perspectives. Resource requirements related to the implementation of phase II of the air transport management system project were proposed in the ICTD budget.

	Cost estimates	*Variance*	
Official travel	$1 152.5	$105.5	10.1%

351. The travel requirements for the Logistics Support Division in 2009/10 are as follows.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/assessment/ consultation (Logistics Support Division)	626 300	Assessments on availability of standard medical care for peacekeepers and review of medical facilities deployed in accordance with United Nations guidelines prior to the establishment of United Nations-owned and troop- and police-contributing Member States' facilities in peacekeeping missions Development of a geospatial information service database, including geospatial data, satellite imagery and scanned maps, and information on delineation of boundaries in conflict areas
Technical support (Logistics Support Division)	389 600	Conduct of analysis and reviews of rations and fuel utilization; and monitoring of contract compliance Conduct of aviation safety assessment visits to peacekeeping missions to provide on-site guidance and technical assistance in their compliance with aviation safety standards, including accident prevention, risk analysis and accident investigation Review of the provision and management of medical services to field missions Development of an initial support plan and material resource plan for new peacekeeping missions in consultation with integrated operating teams
Procurement planning — prototype inspection and pre-bid conferences (Logistics Support Division)	128 900	Oversight of the design of living and working facilities in field missions and review of the accommodations required in field missions through mission review visits Provision of tools, procedures and information-sharing forums for peacekeeping field missions to enhance the capability of missions to meet their requirement for equipment, commodities and services
Seminars/conferences/workshops (Logistics Support Division)	7 700	Establishment of partnership agreements with the European Union Satellite Centre and the United States National Geospatial-Intelligence Agency for the co-production and sharing of geospatial data
Total	**1 152 500**	

352. An amount of $626,300 would provide for travel to field missions to conduct assessments and reviews of the missions' logistical operations and to provide guidance on all areas of the logistical support provided by the Division, including material resource plans for new peacekeeping missions, the strategic deployment stock composition, availability of standard medical care for peacekeepers and the development of a geospatial information service database.

353. The provision in the amount of $389,600 would cover travel of staff members to provide technical support to peacekeeping missions on all aspects of their logistic activities, including aviation and surface transport fleet management practices; compliance with international and United Nations aviation safety standards for accident prevention, risk analysis and accident investigation; requirements for equipment, commodities and services; analysis of rations and fuel utilization and contract compliance; living and working facilities with respect to the accommodations required in field missions; identification and utilization of spare parts inventories in the field; and United Nations medical guidelines and compliance with medical facilities and services standards.

354. An amount of $128,900 is proposed for travel to perform prototype inspections of prefabricated buildings specific to assessments on living and working facilities and accommodations in field missions meeting United Nations standards within approved time frames and to attend pre-bid conferences for various equipment related to water supply, solar panels and generators, providing technical and operational analysis and the expertise to evaluate prospective vendors, in particular when the Procurement Division establishes major systems contracts.

355. An amount of $7,700 is proposed for travel to attend seminars and conferences on logistics-related topics and to establish partnership agreements with the European Union Satellite Centre and the United States National Geospatial-Intelligence Agency for the co-production and sharing of geospatial data.

356. The variance of $105,500 reflects the increase in travel costs for the period consistent with the industry average of 10 per cent.

5. Information and Communications Technology Division

(a) Results-based-budgeting framework

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 New mission communications links established within 24 hours of arrival of the communications and information technology equipment in the mission

Outputs

- ICT plans and support capacity for potential new peacekeeping missions

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Positive feedback from field missions and partners on ICT support and services provided by the Division

Outputs

- ICT support provided to 16 peacekeeping missions and 16 special political missions, UNLB and United Nations agencies, funds and programmes, as required
- Oversight and technical guidance provided in the implementation of standardized network configuration in 16 peacekeeping missions and 16 special political missions to ensure optimum use of available satellite bandwidth resources

- 2,400 audio and videoconferencing services provided to field missions and other United Nations entities, including technical support, development of standards for all systems and day-to-day operational support
- Statement of work and technical evaluation for 10 systems contracts and monitoring and administration of 47 systems contracts for ICT services and equipment
- Oversight and provision of guidance to peacekeeping missions in the preparation of mission-specific disaster recovery and business continuity plans to enable missions to have access to operational data in the event of an evacuation or an emergency; 4 mission disaster recovery and business continuity plans from lessons learned

External factors

Member States will provide the necessary political support and resources to implement mission mandates

(b) Human resources requirements

Category	*2008/09*[a]	*2009/10*	*Change*
Professional and above			
Under-Secretary-General	—	—	—
Assistant Secretary-General	—	—	—
D-2	1	1	—
D-1	1	1	—
P-5	2	3	1
P-4	8	8	—
P-3	7	7	—
P-2/P-1	—	—	—
Subtotal	**19**	**20**	**1**
General Service			
Principal level	5	5	—
Other level	10	10	—
Subtotal	**15**	**15**	**—**
Total	**34**	**35**	**1**

[a] Reflects the transfer of 10 posts (3 P-4, 4 P-3, 2 P-2/P-1, 1 GS (OL)) to OICT with effect from 1 January 2009 pursuant to General Assembly resolution 63/262.

(c) Financial resource requirements

(Thousands of United States dollars)

Category	*Expenditures (2007/08) (1)*	*Apportionment*[a] *(2008/09) (2)*	*Cost estimates (2009/10) (3)*	*Variance*	
				Amount (4)=(3)-(2)	*Percentage (5)=(4)÷(2)*
I. Post resources	5 713.1	5 649.8	5 520.5	(129.3)	(2.3)
II. Non-post resources					
General temporary assistance	491.6	283.1	348.5	65.4	23.1
Official travel	352.3	448.0	451.3	3.3	0.7
Communications	—	1 515.0	723.0	(792.0)	(52.0)
Information technology	—	8 883.1	10 144.8	1 261.7	14.2
Subtotal II	**843.9**	**11 129.2**	**11 667.6**	**538.4**	**4.8**
Total I and II	**6 557.0**	**16 779.0**	**17 188.1**	**409.1**	**2.4**

[a] Reflects the redeployment of $5,017,500 (post resources $760,000; communications $5,000; information technology $4,252,500) to OICT with effect from 1 January 2009 pursuant to General Assembly resolution 63/262.

(d) Justification of posts

Field Communications and Information Technology Operations Service

Senior Disaster Recovery and Business Continuity Officer (P-5 (resubmission))

357. In his report on information and communications technology security, disaster recovery and business continuity for the United Nations (A/62/477), the Secretary-General proposed the establishment of a post within DFS at the P-5 level, funded from the support account for the period from 1 July 2008 to 30 June 2009, to provide managerial oversight for the extensive disaster recovery and business continuity services in field missions. In its report on the Secretary-General's proposals (A/63/487 and Corr.1 and 2), ACABQ indicated that it would consider the establishment of this post in the context of the support account budget submission for the period from 1 July 2009 to 30 June 2010.

358. The need to ensure the timely and secure exchange of communications and information within and between field missions is central to meeting the core strategic, operational and tactical mandates of United Nations missions. Expanding field operations, changing business drivers, new technologies and the Organization's commitment to leveraging ICT have resulted in an analogous expansion of ICT infrastructure to support the increased reliance on ICT networks and systems used throughout the organization. Ensuring that a robust and fault-tolerant ICT infrastructure is in place to continue or restart operations in the event of a natural or man-made disaster or disruption has become a necessary and permanent consideration. Owing to the ever-present risk inherent in peacekeeping operations, disaster recovery and business continuity is a permanent consideration, from the mission planning stages through mission liquidation. The development and implementation of disaster recovery and business continuity strategies that facilitate continuous telecommunications and that safeguard the Organization's data, ensuring that a resilient and agile ICT infrastructure is in place to facilitate the continuity of

mission-critical operations, require additional managerial oversight in the light of the expanding usage of ICT.

359. In this context, it is proposed to establish a post at the P-5 level, the incumbent of which would provide managerial oversight for disaster recovery and business continuity services in field missions from United Nations Headquarters. The incumbent would act as the DFS disaster recovery and business continuity focal point, provide central direction on all DFS disaster recovery and business continuity activities, and develop, maintain and implement policies, procedures and systems for disaster recovery and business continuity in field missions. The incumbent's duties would include developing global oversight mechanisms for ICT infrastructure and information systems in place in field missions; ensuring implementation of disaster recovery and business continuity strategies; liaising with field missions on all aspects of disaster recovery and business continuity; developing and promoting the systematic monitoring and oversight of operations to ensure data integrity and system availability; identifying and planning for future related needs of field missions and developing and disseminating best practices; providing authoritative technical and policy advice to senior DPKO and DFS managers on disaster recovery and business continuity-related projects; managing disaster recovery and business continuity-related procurement for the field; designing, implementing and managing all phases of the disaster recovery and business continuity plans using industry standards and best practices; undertaking risk analysis for functional areas to identify points of vulnerability in field operations and recommending disaster avoidance and reduction strategies; establishing disaster recovery testing methodologies for the field; planning and coordinating the testing of recovery support and business resumption procedures in different functional areas; assuring that recovery procedures are effective for the restoration of key resources and for the resumption of critical business processes; establishing, controlling and supervising support services for disaster recovery and business continuity; providing advice on related field mission budget preparation; and monitoring the budget and implementation of the work programme.

(e) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
Posts	$5 520.5	($129.3)	(2.3%)

360. The provision of $5,520,500 would cover salaries, common staff costs and staff assessment for the 34 continuing posts and 1 proposed new post. The variance is attributable to the transfer of 10 posts to the Field Systems Service of OICT, offset in part by increased standard costs, the continuation of an additional post approved for the 2008/09 period in respect of which a delayed recruitment factor of 50 per cent (Professional category) was applied, as well as to the proposed establishment of a new post. The computation of requirements for all continuing posts reflects the application of projected vacancy rates of 7 per cent and 5.2 per cent for the Professional and General Service categories, respectively, and 50 per cent for the proposed new Professional category post. The application of the projected vacancy rate used for the continuing Professional category posts to the computation of requirements for the proposed new post would result in total resource requirements under the above heading in the amount of $5,632,000.

	Cost estimates	*Variance*	
General temporary assistance	$348.5	$65.4	23.1%

361. Provisions in the total amount of $348,500 would cover the general temporary assistance requirements of ICTD as detailed below.

Project Manager, Air Transport Management System (P-3 for 8 months)

362. The air transport management system provides the capability to manage air transport operations at an enterprise and mission level. The system should be capable of functioning on a satellite-based communications infrastructure with low bandwidth and high latency conditions at multiple locations around the world.

363. The incumbent of the general temporary assistance position of Project Manager, approved at the P-3 level for 2008/09, was responsible for phase 1 of the project, gathering and analysis of requirements for the air transport management system. The procurement process for the purchase of the commercial system was initiated. The Project Manager developed the statement of work as part of the procurement exercise to issue a request for proposal, including the requirement for system integration with ERP, and coordinated the technical evaluation of the proposed solution. At that time, it was confirmed that the substantial system requirements would not be covered by the proposed ERP functionalities.

364. The continuation of the general temporary assistance position at the P-3 level for eight months is proposed to manage phase 2, customization and implementation of the air transport management system. The Project Manager would be responsible for engaging with focal points from the Air Transport Section of the Logistics Support Division on requirements elicitation and analysis to determine necessary customization of the proposed system in conjunction with field testing of the system; coordinating with the Air Transport Section's focal points, the successful vendor and the technical team; in consultation with the Section, overseeing the migration of existing data and configuration of the system to meet the Section's requirements; resolving issues and providing advice on overall project progress; and supporting the extended functionality through the identification of additional software modules.

Project Manager, Strategic Reporting System (P-3 for 9 months)

365. As peacekeeping operations encompass a wide range of activities, strong reporting is essential in order to enable managers to operate in the increasingly complex environment of multidimensional peacekeeping missions. The project seeks to implement interrelated technologies that will improve the visibility and measurement of activities that are fundamental to mission mandates, such as deployments, movements and security, as well as key performance indicators linked to results-based-budgeting. DPKO and DFS requirements for strategic reporting are currently inadequately addressed for various reasons, including the need to manage and filter through an increasingly large and unmanageable volume of data and documents. As the number of missions and the complexity of their mandates increase, ensuring the timely oversight of mission activities would require an inordinate amount of effort and resources. ICTD no longer has the core resources necessary to undertake this function, which was absorbed by the post previously transferred to OICT. Accordingly, a general temporary assistance position at the P-3

level for nine months is proposed to address the change in scope of this project, which was initiated in the 2008/09 budget period, in order to provide a wider range of activities in peace operations. The project is expected to be completed in the 2009/10 budget period. Without the proposed resources, the suboptimal reporting and diminished ability of senior managers to respond to mission imperatives will continue.

Project Manager, Operational Activity Tracking System (P-3 for 9 months)

366. The operational activity tracking initiative is required by various components of DPKO, including the Situation Centre, integrated operational teams and DFS field offices, to enable secure remote collaborative work and the assignment and management of tasks by remote teams. Currently, there is no standard task management mechanism or tool to facilitate global tasking and support secure remote collaborative work in any region where field operations are deployed. The implementation of the project would improve the ability of teams, such as the integrated operational teams, to manage team tasks, access documents and information in a secure manner, track the completion of tasks and produce task reports, and would assist them in fulfilling their critical mission support functions speedily and effectively. Accordingly, a general temporary assistance position at the P-3 level for nine months is proposed, the incumbent of which would analyse the requirements for activity tracking in DPKO and DFS and address the requirements through software solutions, as appropriate. This is a new project for which new general temporary assistance resources are requested. The project is expected to be completed in the 2009/10 budget period. DFS currently has no core resources to undertake this function.

367. The variance is attributable to increased standard costs, the proposed establishment of new general temporary assistance positions and the continuation of an approved position, with the application of a projected vacancy rate of 7 per cent compared with 8 per cent (Professional category) applied to the computation of requirements for the continuing general temporary assistance position for 2008/09.

	Cost estimates	*Variance*	
Official travel	$451.3	$3.3	0.7%

368. The travel requirements for ITCD for 2009/10 are as follows.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Technical support	313 500	ICT support to 16 peacekeeping missions and 16 special political missions, UNLB and United Nations agencies, funds and programmes, as required
		Oversight and provision of guidance to peacekeeping missions in the preparation of mission-specific disaster recovery and business continuity plans to enable missions to have access to operational data in the event of an evacuation or an emergency; 4 mission disaster recovery and business continuity plans from lessons learned
Seminars/conferences workshops	137 800	ICT support to 16 peacekeeping missions and 16 special political missions, UNLB and United Nations agencies, funds and programmes, as required

Type of travel	*Amount*	*Output reference*
		Oversight and technical guidance in the implementation of standardized network configuration in 16 peacekeeping missions and 16 special political missions to ensure optimum use of available satellite bandwidth resources
Total	**451 300**	

369. The provision of $313,500 is proposed to meet travel requirements for staff to provide technical IT support to peacekeeping missions and UNLB, which is an IT hub for the United Nations, in connection with the establishment of a secondary active telecommunications facility, Abacus field visits, compliance with ICT security policies, the review of field mission IT security, and oversight for the development, implementation, certification and compliance with the International Organization for Standardization (ISO 27001), change management and support for continuing and newly proposed information systems.

370. An amount of $137,800 is proposed for travel of staff to attend seminars, workshops and conferences on IT-related topics, including developing and maintaining disaster-response capabilities, ICT strategic plans and initiatives for support to all DPKO field missions, commercial IT for multinational operations designed to improve and facilitate civilian and military interaction, inter-agency cooperation and implementation of ICT common services, rapid and effective response to humanitarian emergencies and crisis situations through ICT strategy, and quarterly meetings with the International Computing Centre on policy as well as on matters related to the Centre's mandate, projects and services, financial situation and staff.

	Cost estimates	*Variance*	
Communications	$723.0	($792.0)	(52.2%)

371. An amount of $723,000 would provide for the acquisition of specialized communications equipment and associated software, as well as for the replacement of obsolete equipment for DPKO and DFS, as follows:

(a) Acquisition of equipment: videoconferencing terminals ($70,000); software for videoconferencing and remote access control ($100,000); bridge for videoconferencing multiport control unit ($250,000); and spare parts and satellite modems for the satellite earth station ($50,000);

(b) Replacement of equipment: network routers ($10,000); Inmarsat/BGAN (portable satellite terminals) ($50,000); replacement and spare parts/supplies for communications equipment, including modems, routers and terminals ($193,000).

	Cost estimates	*Variance*	
Information technology	$10 144.8	$1 261.7	14.2%

372. An amount of $10,144,800 would provide for the acquisition of the specialized services and equipment necessary to support the peacekeeping IT infrastructure as indicated below. The cost estimate takes into account the transfer to OITC, pursuant

to General Assembly resolution 63/262, of resources approved for ICTD for 2008/09 for the implementation of the enterprise information portal, identity management, Galaxy and rations and fuel management systems in the total amount of $4,252,500.

373. The amount of $180,000 would cover the increased requirements for software licences and fees in connection with the expansion of the pool of registered users as the number of peacekeeping personnel increases, requirements for existing systems and software applications, such as the air transport management system ($150,000), and website monitoring ($30,000).

374. The acquisition of special IT equipment and software applications in the amount of $2,074,500 is proposed, including additional disk storage ($150,000), three LCD monitors ($7,500), replacement of servers ($300,000), digital senders ($50,000), scanners ($36,000), two projectors ($4,000), digital cameras ($2,000) and spare parts and supplies ($150,000). Included in that amount is a wide varicty of software packages that are required by DPKO and DFS to maintain and support existing software and systems. The requirements include air transport management system software ($500,000), business intelligence upgrade ($95,000), application life cycle management software ($110,000), mobile application extension ($120,000), field missions operational activity tracking software ($170,000), field expertise location and secure communications support solutions ($200,000), and peacekeeping operations partner and contact management system ($180,000).

375. Provision is also made for external contractual IT services in the amount of $7,890,300, as detailed in paragraphs 376 to 388 below.

376. Provisions in the amount of $1,463,800 are requested for continued global call centre support, 24 hours a day, seven days a week, for United Nations Headquarters and field ICT operations, including information exchange for critical systems.

377. The amount of $942,500 is proposed for field network support, which includes continuous data and voice communications between United Nations Headquarters and field missions. A robust network is required to enable field missions and Headquarters to exchange and have access to information. In order to facilitate the round-the-clock availability of these vital communications links, network support will be undertaken using a layered approach to provide tier 1 and tier 2 support. The coordination and monitoring of services are required in order to enable the management and operation of the peacekeeping global disaster recovery and business continuity architecture systems.

378. Provisions in the amount of $1,341,000 for support at the tier 2 level for all Lotus Notes applications utilized at Headquarters, including the electronic storage, tracking, archival and retrieval systems, the mail action records system, support of web-based applications change management and user documentation/training.

379. The amount of $725,800 is proposed for disaster recovery and business continuity support. These services include coordination and monitoring of the services required for the continued management and operation of the peacekeeping global disaster recovery and business continuity architecture and systems, as well as for the coordination of server and network infrastructure requirements, configuration and establishment of documentation for implemented systems, including day-to-day operational support, operation of the disaster recovery and business continuity infrastructure in DFS and maintenance of flexible support for

changing Departmental disaster recovery and business continuity requirements and monitoring of disaster recovery and business continuity systems.

380. Provisions in the amount of $936,000 are made for continued centralized technical and operational support for videoconferencing and associated multimedia support activities between DPKO and DFS, field missions and other United Nations entities. The provision of technical support includes the continued development of standards for all systems, equipment, procedures, scheduling, resource allocation, coordination, engineering and other aspects of audio/videoconferencing, including secure and encrypted connections; call centre support related to audio/videoconferencing for field missions and other United Nations entities; day-to-day operational support; and all activities relevant to videoconferencing and multimedia support centralized at UNLB. In addition, technical support will be provided for missions with developing and expanding internal videoconferencing networks.

381. The amount of $460,800 is proposed for field expertise location and secure communications support. The effective management and execution of peace operations relies on the expertise of individuals working together in support of mission mandates. The personnel in peace operations and their partners are located in disparate offices, countries and organizations worldwide, operating across time zones and often in "virtual" teams. The ability to quickly identify, locate and contact individuals with the necessary field-specific skills and substantive expertise is integral to effective problem solving and the timely execution of solutions. At present, tracking down expertise is often an informal process that relies on personal networks of contacts. Even when substantive or technical experts have been located, there is a lack of integrated platforms and tools to support the communication and collaboration between geographically dispersed teams. Of particular importance is the ability to enable those teams to create and share content usage tools (such as blogs, wikis, activity tasking and tracking) in a secure environment. The collaboration tools must further support the capture and repurposing of the content they produce. ICTD intends to extend its support for expertise location and collaboration through the addition of a collection of tools and to extend those capabilities to all DPKO/DFS personnel. Specific DPKO/DFS initiatives requiring such solutions include the automation of military situation reports and collaboration tools to support the activities of cross-functional teams, including integrated operational teams, as well as integrated mission planning and preparation, and mission Joint Mission Analysis Centres and Joint Operations Centres.

382. Provisions in the amount of $554,400 are requested for field mission operational activity tracking. The scale and mandates of peacekeeping missions have grown in size and complexity. In order to manage the array of activities that arise from operational activities and to respond to mission imperatives, new tools are needed to support the management and tracking of activities, their dependencies, outcomes, impact and sequencing. ICTD will analyse the requirements for activity tracking in DFS and DPKO and will address them through solutions, as appropriate. Furthermore, the various support functions of DFS will also be able to leverage tools in order to address the multitude of tactical activities that are undertaken. Those tools will be integrated with the collaboration tools wherever possible. DPKO and DFS initiatives requiring this solution strategy include enhanced support to integrated operational teams in their efforts as well as the various desk officers throughout the two Departments, individual operational organizational units

throughout DPKO and DFS, mission support working groups and integrated teams and event and incident tracking.

383. The amount of $247,200 is proposed for peace operations partner and contact management. DPKO and DFS personnel engage with numerous individuals, institutions and organizations in the support of peacekeeping operations. The high turnover of staff further complicates the handover and communication of past engagements and critical contact information. The ability to effectively share contacts and manage and track the interaction with them supports both day-to-day activities and historical institutional memory. ICTD will provide solutions to effectively manage contacts and relationships where required. DPKO and DFS initiatives requiring this solution include support for the management of donor profiles and donor interaction, management of profiles of partner organizations and interaction with external entities.

384. Provisions in the amount of $227,200 are proposed for field personnel development and training support. Field personnel are a highly mobile population, who are often required to perform multiple functions and to develop regional and technical expertise. DPKO and DFS personnel require induction and multiple certification courses, as well as participation in awareness programmes and other training to meet the multidisciplinary nature of peace operations. Integrated tools are required to develop and deliver this training content and to track the participation of personnel and their understanding of the materials. DPKO and DFS intend to support the delivery and tracking of learning initiatives specific to field activities and peace operations through the expanded use of the peace operations Intranet and the implementation of software for that purpose. Specific DPKO and DFS initiatives requiring this solution include delivery and support for training on DDR standards, enhanced DPKO/DFS induction and policy and process awareness, and support for DPKO/DFS guidance awareness.

385. The amount of $317,200 is proposed for the management of the institutional information of DPKO and DFS. Most of the work performed in support of peace operations is communicated through document-based reports that involve the contribution of several individuals, followed by a complex approval workflow and distribution process across groups such as teams, organizational units, committees and other United Nations bodies. At present, this type of reporting is often an arduous task, combining manual work that involves multiple e-mails, phone calls and faxes. The automation of those reporting efforts, which would include content gathering, compilation, authorization, distribution, archiving and reporting, stands to greatly increase the effectiveness and transparency of the substantive work of DPKO and DFS. In addition to reporting, institutional information is often communicated internally and externally through websites. The management of this Web-based information requires improved tools in order to centralize and control this activity in a standardized way. Building on the existing guidance repository, those initiatives would strengthen the capacity of DPKO and DFS to manage institutional information and knowledge and would make the information more readily available to personnel who are authorized to access it. Also included in this category of solutions is the electronic management of key peace operations documents and contracts that need to be accessible in a secure way. Those key institutional documents can be further enhanced using tools that incorporate business rules and processes, such as reminders, flags, action history and workflow, to improve information management. ICTD will implement solutions in this area of

activity through multiple initiatives in order to leverage existing platforms and new software tools to improve the management of institutional information and reporting. DPKO and DFS initiatives requiring this solution strategy include tracking of audits and their key recommendations and subsequent actions and tasks, boards of inquiry and associated actions, management of key peace operations documents and contracts, and operational reporting.

386. Provisions in the amount of $540,400 are requested for the strategic management of peace operations. The aggregation and display of key data and performance indicators to support the strategic decision-making of DPKO and DFS management is critical to operational effectiveness and risk management. Visibility over the operational landscape of field missions will continue to be improved using a combination of technologies and tools, including predictive analysis models. ICTD has established a capacity for data management services intended to strengthen the quality, accessibility and integration of data resident in various field information tools. In the 2008/09 budget period, initial key subject matter experts have been identified throughout DPKO and DFS to identify critical performance indicators and metrics. ICTD envisages continued engagement with DPKO and DFS stakeholders and the ongoing development and deployment of strategic analytic solutions to meet authorized requirements. In addition, integration with mainstream mapping software will continue to strengthen the visualization of mission operations. DPKO and DFS initiatives requiring this solution include enhancement of the integrated view of mission and Headquarters risk registers, operational (substantive and logistical) data analysis and programmatic cross-referencing, monthly strength reporting, medical evacuation and hospital assessment, and mission casualty and incident analysis.

387. Provisions in the amount of $134,000 are made for cartographic and geospatial information systems as follows:

(a) The field-event gathering and tracking system is a structured Web-based prototype to convert unstructured information obtained directly from field reports on a daily and/or weekly basis into structured geo-related information items stored and managed in the GIS database as primary information for further distillation and analysis;

(b) The international boundary evidence database manages international boundary disputes, where claims are frequent issues brought to the attention of the Security Council and the United Nations. The United Nations international boundary evidence project aims at the creation and subsequent maintenance of a worldwide geodatabase on international boundaries, including accurately depicting their geometry, status, claims, date of treaty agreements and reference materials. The different attributes of the international boundary would be based on the collection of authoritative sources of information and evidence on international treaties, such as treaty maps, coordinates, treaty text description and its interpretation on satellite imagery. The information would then be compiled in a seamless and comprehensive database which would be served on a Web interface to key clients, such as the Security Council, DPA, DPKO/DFS, OLA (Treaty Section), Map Library and senior management, to support discussions and peace talks on international boundary issues;

(c) The United Nations Earth System uses Google Earth technology to enable the visualization of peacekeeping and mission-related information. The system requires full consolidation with existing imagery servers. This consolidation needs resources for data ingestion as well as for the development of customized applications suitable for various missions. The development and the necessary data ingestion is a prerequisite that will improve the overall geographical information management activities in a mission-wide context.

388. The United Nations geodatabase is a seamless, multiscale global geographic data repository that will be used as both a backup of missions' data and a source to prepare future deployments.

(f) Overall human resources requirements for the Department of Field Support

Category	*2008/09*	*2009/10*	*Change*
Professional and above			
Under-Secretary-General	—	—	—
D-2	3	3	—
D-1	8	8	—
P-5	36	37	1
P-4	84	92	8
P-3	111	119	8
P-2/P-1	6	6	—
Subtotal	**248**	**265**	**17**
General Service			
Principal level	19	21	2
Other level	157	160	3
Subtotal	**176**	**181**	**5**
Total	**424**	**446**	**22**

(g) Overall financial resource requirements, Department of Field Support

(Thousands of United States dollars)

Category	*Expenditures (2007/08) (1)*	*Apportionment (2008/09)*[a] *(2)*	*Cost estimates (2009/10) (3)*	*Variance*	
				Amount (4)=(3)-(2)	*Percentage (5)=(4)÷(2)*
I. Post resources	53 134.5	60 351.4	67 707.5	7 356.1	12.2
II. Non-post resources					
General temporary assistance	2 527.2	2 055.5	5 025.4	2 969.9	144.5
Consultants	392.5	835.0	689.0	(146.0)	(17.5)
Official travel	2 274.9	2 456.0	2 868.4	412.4	16.8
Facilities and infrastructure	—	473.0	756.5	283.5	59.9
Communications	—	1 991.0	1 425.8	(565.2)	(28.4)

Category	Expenditures (2007/08) (1)	Apportionment (2008/09)[a] (2)	Cost estimates (2009/10) (3)	Variance	
				Amount (4)=(3)-(2)	Percentage (5)=(4)÷(2)
Information technology	—	10 770.2	11 704.6	934.4	8.7
Other supplies, services and equipment	1 184.4	51.0	23.1	(27.9)	(54.7)
Subtotal II	**6 379.0**	**18 631.7**	**22 492.8**	**3 861.1**	**20.6**
Total I and II	**59 513.6**	**78 983.1**	**90 200.3**	**11 217.2**	**14.2**

[a] Includes costs centrally administered by the Executive Office of DPKO and DFS.

(h) Executive Office of the Department of Peacekeeping Operations and the Department of Field Support: centrally administered costs

	Cost estimates	*Variance*	
General temporary assistance	$260.6	$60.2	30.0%

389. The provision of $260,600 would cover requirements for 12 months of general temporary assistance at the Professional level (P-3) and 12 months at the General Service (OL) to replace staff on maternity and long-term sick leave in DPKO and DFS. The variance reflects an anticipated increase in general temporary assistance requirements.

	Cost estimates	*Variance*	
Official travel	$146.9	$12.9	10%

390. The provision of $146,900 is proposed for travel and daily subsistence allowance costs in relation to the ongoing staff exchange programme, whereby four staff members from the field will serve at Headquarters for a period of three months.

	Cost estimates	*Variance*	
Facilities and infrastructure	$1 563.8	$498.2	46.8%

391. The provision of $1,563,800 covers requirements of the DPKO and DFS for office supplies ($488,500), furniture ($890,000) and the rental of photocopiers ($185,300) for both Departments. The variance is attributable to the proposed establishment of new posts.

	Cost estimates	*Variance*	
Communications	$1 336.4	$289.0	27.6%

392. The Executive Office continues to administer the CIT funding for DPKO and DFS. The estimate of $1,336,400 under the above heading would provide for commercial communications at the standard rate derived from past expenditure trends for 827 continuing and 109 proposed new posts and general temporary assistance positions, as well as for the acquisition of standard communications equipment (telephone sets).

393. The variance is attributable to additional requirements related to the proposed new posts and general temporary assistance positions.

	Cost estimates	*Variance*	
Information technology	$2 622.6	$129.9	5.2%

394. The estimate of $2,622,600 under the above heading would cover requirements for 827 continuing and 109 proposed new posts and general temporary assistance positions and would provide for the maintenance and repair of IT equipment based on the standard service level agreements established by ITSD ($2,021,800). Included is a provision for the acquisition of standard IT equipment in the amount of $600,800 which includes 89 new and 215 replacement desktop computers ($334,100), 21 replacement laptop computers ($33,600) and 36 new and 54 replacement network printers ($233,100) for DPKO and DFS. All of the items are budgeted according to the most recent estimating guide from ITSD of OICT.

395. The variance is attributable to additional requirements related to the proposed new posts and general temporary assistance positions.

C. Department of Management

1. Office of the Under-Secretary-General

(a) Results-based-budgeting framework

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Positive feedback from Member States on services provided by the secretariat of the Fifth Committee and the Committee for Programme and Coordination

Outputs

- Provision of technical and substantive secretariat support to 85 formal and informal meetings of the Fifth Committee on peacekeeping matters, including advice on procedures, 25 draft resolutions and 25 reports of the Committee for adoption by the General Assembly
- Preparation of notes on the programme of work and the status of documentation and preparation of 20 procedural notes on peacekeeping-related items for the presiding officer of the Fifth Committee
- Maintenance and update of the websites of the Fifth Committee relating to peacekeeping matters

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 4 per cent decrease in the processing time for HCC cases, from 7.25 to 7.0 days (2007/08: 8.25; 2008/09: 7.25; 2009/10: 7)
	3.2 20 per cent increase in the number of peacekeeping personnel who receive the certificate of LCC training from 260 to 310 persons (2007/08: 200; 2008/09: 260; 2009/10: 310)

3.3 95 per cent of implemented management support projects meet expectations to enable efficient and effective peacekeeping

Outputs

- 120 HCC meetings and 20 Headquarters Property Survey Board meetings
- Review of 700 procurement actions and 400 disposal actions annually
- Servicing of the vendor review committee for 10 cases of bid protests
- 12 basic and advanced training courses for members of LCCs and Local Property Survey Boards in peacekeeping missions
- Regional conference of members of LCCs
- Enhancement of e-learning course for members of LCCs
- Evaluation of the implementation of delegation of higher procurement authority for peacekeeping missions
- 3 assessment visits to missions to assist LCCs
- Linkage of e-HCC system between Headquarters and field missions
- Management support projects for peacekeeping missions and peacekeeping-related entities at Headquarters, in particular in the areas of business process improvement, change management and organizational design
- Implementation of business process improvement capacity-building programme covering 3 areas in peacekeeping-related entities at Headquarters

(b) Human resources requirements

Category	*2008/09*	*2009/10*	*Change*
Professional and above			
Under-Secretary-General	—	—	—
Assistant Secretary-General	—	—	—
D-2	—	—	—
D-1	1	1	—
P-5	—	1	1
P-4	3	3	—
P-3	2	2	0
P-2/P-1	—	1	1
Subtotal	**6**	**8**	**2**
General Service			
Principal level	—	—	—
Other level	1	2	1
Subtotal	**1**	**2**	**1**
Total	**7**	**10**	**3**

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2007/08) (1)	Apportionment (2008/09) (2)	Cost estimates (2009/10) (3)	Variance	
				Amount (4)=(3)-(2)	Percentage (5)=(4)÷(2)
I. Post resources	990.6	1 147.2	1 603.1	455.9	39.7
II. Non-post resources					
General temporary assistance	834.7	657.7	482.6	(175.1)	(26.6)
Consultants	985.6	50.0	345.0	295.0	590.0
Official travel	236.3	286.7	224.7	(62.0)	(21.6)
Other supplies, services and equipment	5 887.9	9 883.9	9 454.9	(429.0)	(4.3)
Subtotal II	**7 944.5**	**10 878.3**	**10 507.2**	**(371.1)**	**(3.4)**
Total I and II	**8 935.1**	**12 025.5**	**12 110.3**	**84.8**	**0.7**

(d) Justification of posts

Executive Office

Associate Administrative Officer (P-2)

396. Over the past several budget periods, the Executive Office of DM has been facing a growing workload related to the administration of support account-funded posts, general temporary assistance positions and support account resources approved for the Department, with 114 Professional posts and 88 support staff in the Department funded from the support account. However, there is no provision in the support account for dedicated staff. Consequently, in order to provide efficient support to support account-funded activities in DM, an additional post of Associate Administrative Officer (P-2) is requested, which is commensurate with the level of support required for the effective administration of human resources and budgetary functions.

397. The establishment of an Associate Administrative Officer post in the Executive Office (P-2) would provide adequate capacity for the preparation of support account budget proposals and for monitoring, analysing and reporting of allotments and expenditures and processing of financial transactions and requests (certification of travel, requisitions, consultants fees and payment of invoices) as well as for the administration of support account-funded human resources. Given the size of the DM support account budget (approximately $76.0 million, including centrally administered rental costs), close monitoring of expenditure is required in order to address the current gaps that become apparent in the context of the preparation of performance reports. The Executive Office is stretched, having to cope also with extrabudgetary activities and those funded from the regular budget, in addition to the workload generated by the support account. The establishment of an Associate Administrative Officer post would ensure the provision of effective and efficient support in all administrative and financial matters related to the support account.

Headquarters Committee on Contracts and the Headquarters Property Survey Board secretariat

Senior Capacity Development Officer (P-5)

398. The secretariat of HCC currently has four authorized support account-funded posts (1 D-1, 1 P-4, 1 P-3, 1 GS (OL)), the incumbents of which are responsible for providing advice on the procurement of goods and services for items valued at over $500,000 to the Assistant Secretary-General for Central Support Services. Over the past few years, the workload of HCC has increased significantly, owing mainly to the sharp increase in procurement activities in peacekeeping missions (from 578 to 752 cases and from $2.3 billion to $8.4 billion in value from 2003 to 2008). HCC cases have also become more complex and challenging. The operational requirements of peacekeeping missions to deliver faster support to their mandated activities have also increased. While the HCC threshold has been increased from $200,000 to $500,000, the corresponding increase in procurement authority delegated to the peacekeeping missions will require continuous training and monitoring on the part of DM, as it retains final responsibility for the procurement activities of the Organization. Accordingly, HCC has been given an additional responsibility to conduct training and monitoring of the functioning of LCCs and has developed a capacity development strategy which comprises three main components: (a) policy development, such as standard operating procedures, guidelines and communications strategies and materials; (b) planning and conducting training activities for peacekeeping missions; and (c) monitoring the functioning of all LCCs and conduct of field assessment missions. These three components are designed to develop the capacity of the field missions, which would then have a direct impact on the work of the Headquarters review process.

399. In order to implement the capacity development programme, HCC, in consultation with DPKO, DFS, the Procurement Division and OIOS, has developed and conducted training programmes for members of LCCs. OIOS has recognized the importance of conducting further training and monitoring activities of LCCs in peacekeeping missions in order to enhance internal controls in the field. Enhancing the internal control functions of LCCs will support the procurement functions in the missions, thereby contributing to the provision of more efficient support to the implementation of missions' mandates.

400. The HCC secretariat has been carrying out such activities through temporary arrangements since 2006. Since the functions related to the support of those activities are continuous and essential, it is proposed to establish a Senior Capacity Development Officer post (P-5) in the HCC secretariat. The incumbent of the post would coordinate the implementation of the capacity development strategy, including the development of policies; plan and conduct training activities in peacekeeping missions, including basic and advanced training, e-learning and conferences for Chairmen of LCCs; monitor the functioning of all LCCs and conduct field assessment missions; and evaluate the effectiveness of all activities which fall under the capacity development strategy. In this regard, the incumbent of the Senior Capacity Development Officer post would interact with counterparts in DPKO and DFS as well as with senior managers in peacekeeping missions. In addition, he or she would address the training needs of the members of Local Property Survey Boards in field missions. The establishment of a Senior Capacity Development Officer post dedicated to the capacity development programme would

assist field missions in improving the effectiveness and efficiency of the field procurement process.

Training and Analysis Assistant (GS (OL))

401. As the HCC/Headquarters Property Survey Board secretariat has launched a new range of activities, it will require a Training and Analysis Assistant who would provide support to the Senior Capacity Development Officer and the Training and Analysis Officer in the three components related to such activities. Since the launch of those activities, assistance has been sought and is currently being provided through general temporary assistance. As those activities are of a continuing nature, it is proposed to convert the approved general temporary assistance position to a post in order to provide dedicated support to the HCC/Headquarters Property Survey Board capacity development programme. The incumbent of the post would provide support in planning and coordinating training and monitoring activities in all components of the capacity development programme by developing and maintaining training materials, managing the database for certificates, assisting in monitoring and analysing the functioning of LCCs, developing a tracking system, making administrative and travel arrangements for training facilities and trainers, and assisting with communications activities.

(e) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
Posts	$1 603.1	$455.9	39.7%

402. The provision of $1,603,100 would cover salaries, common staff costs and staff assessment for the seven continuing and three proposed new posts. The variance is attributable to increased standard costs and the proposed establishment of new posts, with the application of projected vacancy rates of 7 per cent and 5.2 per cent to the computation of requirements for the continuing Professional and General Service category posts, respectively, and 50 per cent and 35 per cent for the proposed new Professional and General Service category posts, respectively. The application of the projected vacancy rates used for the continuing Professional and General Service category posts to the computation of requirements for the proposed new posts would result in total resource requirements under the above heading in the amount of $1,821,600.

	Cost estimates	*Variance*	
General temporary assistance	$482.6	($175.1)	(26.6%)

403. The requested amount of $482,600 would provide for the following:

(a) General temporary assistance at the General Service (Other level) for 18 months and general temporary assistance at the P-3 level for fourteen months to cover maternity, sick leave and peak workload periods in DM;

(b) General temporary assistance at the P-4 level for six months in the HCC/Headquarters Property Survey Board secretariat to review bid protests from unsuccessful vendors who are challenging the award decisions made by the United Nations. The HCC/Headquarters Property Survey Board secretariat would also service the vendor review committee, which is expected to be established by July

2009. The incumbent of the position would provide legal analysis of cases and advice on their disposition, coordinate the review of cases within the United Nations Secretariat and liaise with vendors;

(c) General temporary assistance at the General Service (Principal level) for six months in the Management Support Service to cover peak workload periods related to the implementation of projects in the areas of business process improvement, change management and organizational design. During work-intensive phases of the start-up of new projects and the simultaneous finalization of current projects, additional support to handle expected workloads would be required in order to avoid delays in project implementation, to cover project-related administrative tasks, to prepare workshops and to perform substantive work, such as preparing online surveys, data gathering and analysis and preparation of briefing materials.

	Cost estimates	*Variance*	
Consultants	$345.0	$295.0	590.0%

404. The consultancy requirements are as follows.

(United States dollars)

Organizational change and business process improvement expertise	*Person/ month*	*Amount*	*Output reference*
Enhancements to the e-HCC system	6	50 000	Linkage of e-HCC system between Headquarters and field missions
Organizational change and business process improvement	12	295 000	Management support projects for peacekeeping missions, and peacekeeping-related entities at Headquarters, in particular in the areas of business process improvement, change management and organizational design Implementation of the business process improvement capacity-building programme covering three areas in peacekeeping-related entities at Headquarters
Total		**345 000**	

405. The amount of $50,000 would cover the engagement of an IT consultant to enhance the e-HCC system by creating an electronic bridge between Headquarters and peacekeeping field missions for the processing of procurement awards.

406. In paragraph 14 of its resolution 62/250 on the support account for peacekeeping operations, the General Assembly requested the Secretary-General to address systemic issues that hamper good management of the Organization, including improving work processes and procedures. Furthermore, in its audit report on the management structures of DPKO (A/61/743), OIOS highlighted the necessity to focus on business processes and procedures. ACABQ, in its first report on the proposed programme budget for the biennium 2008-2009 (A/62/7), indicated that

DM had the responsibility to improve management practices, lead management reform efforts and improve administrative processes and procedures.

407. In response to the request made by the General Assembly and the recommendations from OIOS and ACABQ, DM, in partnership with the DPKO and DFS, has successfully launched an initiative to achieve concrete business process improvements and to build the Organization's capacity to continuously improve its work processes. Establishing an internal capacity for continuous process improvement is the most cost-effective approach, avoiding cost for the Organization that would otherwise be incurred for outside support consultants hired to improve business processes in a piecemeal fashion. To enable further implementation of business process improvements and to obtain a critical mass of organizational capacity for continuous process improvement, a phased roll-out of a customized programme is the next crucial step in institutionalizing the focus on work processes.

408. The proposed amount of $295,000 would enable the Management Support Service to acquire the services of certified experts in the Lean Six Sigma methodology to allow coaching, mentoring and instruction of staff members to implement up to 10 new process improvement projects. The level of certification and expertise required for instructing and coaching staff members in the use of the industry standard tools and knowledge for improving business processes (Lean Six Sigma) is not yet available in-house. The initiative would build staff members' capacity in three critical improvement functions: (a) implementation of concrete improvement projects for existing processes following industry standard methodology; (b) design of new business processes; and (c) conduct of rapid process improvement events.

	Cost estimates	*Variance*	
Official travel	$224.7	($62.0)	(21.6%)

409. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission assessment (HCC)	35 000	3 assessment visits to assist LCCs
Conference/seminars/ workshops (HCC)	8 700	Regional conference of the Chairs of the LCCs
Training (HCC)	156 000	12 training sessions for members of LCCs and Local Property Survey Boards
Technical support (management support service)	19 200	Management support projects for peacekeeping missions, and peacekeeping-related entities at Headquarters, in particular in the areas of business process improvement, change management and organizational design Implementation of the business process improvement capacity-building programme covering three areas in peacekeeping-related entities at Headquarters

Type of travel	*Amount*	*Output reference*
Training (management support service)	5 500	Management support projects for peacekeeping missions and peacekeeping-related entities at Headquarters, in particular in the areas of business process improvement, change management and organizational design Implementation of the business process improvement capacity-building programme covering three areas in peacekeeping-related entities at Headquarters
Total	**224 700**	

410. The provision of $35,000 is requested for HCC to conduct field visits to provide advice and guidance to members of LCCs as part of the implementation of the capacity development strategy and to assist DM in the evaluation of the implementation of increased delegation of authority to the field. Three visits are planned to peacekeeping missions (MONUC, UNMIT and UNIFIL).

411. The provision of $8,700 is requested for HCC to conduct a regional annual conference of chairmen of LCCs in Amman, further to the first annual conference, which was held in New York.

412. The amount of $156,000 would provide for staff of the HCC secretariat to continue providing basic and advanced training to LCC members in nine peacekeeping missions. Enhancing the vetting capacity in peacekeeping operations would improve efficiency and effectiveness in the procurement process and enhance internal controls.

413. The provision of $19,200 is requested for the anchoring of business process improvement capacity in order to increase the effectiveness and efficiency of peacekeeping operations and their integration into the capacity-building effort. Furthermore, there is an articulated need to support field missions in improving their business processes and implementing other change management initiatives. In order to respond to those needs for change and to initiate business process improvement capacity-building support to missions, direct face-to-face interaction is required in workshops and interviews, as well as in instruction and coaching sessions. It is expected that two staff members would undertake travel to three peacekeeping missions.

414. In addition, the amount of $5,500 is requested for the Management Support Service to attend the annual conference of the Association of Internal Management Consultants, which is the key forum in North America for the exchange of best practices in improving organizational performance. Attendance is critical to the development of a network of professional contacts and to participation in the communities of practice that are relevant to the services provided by the Management Support Service. The requested funds would also provide for the Management Support Service to attend a workshop on core principles, models, tools and examples of organizational design to learn usable organization design frameworks. The workshop addresses the core building blocks of design and how to assemble them to support strategy, including results-focused organization and organizational approaches, to facilitate innovation and reconfiguration around opportunities and strategies. Attendance at the workshop would provide a

foundation of knowledge to guide organizational design and of which tools to use in leading the design process. The training provider is a leading expert in the field.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$9 454.9	($429.0)	(4.3%)

415. The amount of $43,200 includes $30,000 for videoconferencing, $3,000 for training supplies for the Management Support Service and $10,200 for training supplies for HCC.

416. The provision in the amount of $7,561,700 would cover after-service health insurance costs for retired peacekeeping staff. The amount is based on the projected annual population during the 2009/10 period and the projected annual expenditure based on prior expenditure patterns.

417. The amount of $1,850,000 is proposed pursuant to General Assembly resolution 62/228 on the administration of justice, based on the cost-sharing arrangements among peacekeeping operations and the funds and programmes of the United Nations approved by the Assembly.

2. Office of Programme Planning, Budget and Accounts

(a) Results-based-budgeting framework

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	**Accounts Division** 1.1 Positive opinion of the United Nations Board of Auditors on the peacekeeping financial statements 1.2 Financial statements are available to the Board of Auditors within three months of the end of the financial period 1.3 Monthly reports on the status of contributions are available by the end of the following month **Peacekeeping Financing Division** 1.4 100 per cent of deadlines for the submission of reports to the Department for General Assembly and Conference Management are met: 31 December 2009 for all performance reports; 31 January 2010 for active missions on the normal budget preparation cycle; 28 February 2009 for closed missions, the support account and UNLB 1.5 Positive feedback from ACABQ and the General Assembly on the format and presentation of peacekeeping budgets, performance reports and other related reports

	1.6 Provision of responses to requests for supplementary information from the Fifth Committee and ACABQ no later than 5 working days after their receipt

Outputs

Accounts Division

- 3 consolidated and 45 individual mission financial statements with 19 schedules and notes to the financial statements
- Monthly reports on the status of contributions, monthly informal summaries of outstanding assessed contributions and 12 informal summaries of the status of contributions on the 15 major contributors and other Member States

Peacekeeping Financing Division

- 30 reports on budget performance and budget estimates for 15 active missions
- 1 report on the updated financial position of 22 closed missions
- 8 reports and notes on the administrative and budgetary aspects of the financing of United Nations peacekeeping operations, including the overview report, support account and UNLB
- 15 supplementary information packages to ACABQ
- Review and coordination of responses to follow-up questions from legislative bodies on 15 active peacekeeping missions, UNLB, the support account and cross-cutting issues

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	**Accounts Division** 3.1 Quarterly processing of payments to troop-contributing countries in accordance with payment instructions provided by Member States 3.2 Processing of 90 per cent of the Headquarters payments to international staff in peacekeeping missions within 30 working days of the receipt of supporting documentation 3.3 Processing of 90 per cent of payments of invoices to vendors and travel claims of staff within 30 working days of the receipt of supporting documentation 3.4 Processing of 95 per cent of communications to Member States for contributions within 30 days after the adoption of resolutions and related instructions from the Peacekeeping Financing Division **Peacekeeping Financing Division** 3.5 95 per cent budget implementation rate as a percentage of appropriations

3.6 Liabilities for troops and formed police units do not exceed 3 months

3.7 90 per cent of respondents to client surveys rate the guidance provided by the Peacekeeping Financing Division on budgetary policies and procedures as at least "good" or "very good"

Treasury

3.8 Peacekeeping support accounts investment pool rate of return equal to or above 90-day United States Treasury bill interest rate for United States dollar investments and the Euro Overnight Index Average for euro investments (United Nations benchmarks)

3.9 100 per cent of payments requested for peacekeeping accounts processed within two business days

Financial Information Operations Service

3.10. 100 per cent availability of service support to users

3.11 90 per cent of respondents to client surveys rate the service provided and the ease of access to financial information as at least "good" or "very good"

Outputs

Accounts Division

- Assistance to peacekeeping operations by providing advice on financial regulations and rules; accounting polices, procedures and practices; and insurance matters
- Assistance to field finance operations through training and policy guidance on improved internal controls and rectification of audit findings
- Analysis and recommendations of new accounting policies in preparation for the adoption of IPSAS
- Automation of the accounting processes, such as those for recording of assessment receipts and maintenance of contributions records, and automated travel claims
- Accurate accounting for SDS transactions and further refinement of related accounting guidelines, as required
- Processing of 19,000 payments to Member States, staff and vendors, and fulfilling achievement indicators
- Negotiation and administration of 11 insurance policies that cover peacekeeping operations, including the master aviation policy and the worldwide vehicle policy
- Provision of health and life insurance to all eligible international peacekeeping staff and dependents
- Settlement of all peacekeeping insurance claims and the claims reviewed by the Advisory Board on Compensation Claims

- Timely issuance of assessment letters and comprehensive reminders to Member States regarding unpaid assessments
- Processing of 2,700 receipts from Member States for contributions for peacekeeping operations, and maintenance of accurate and up-to-date unpaid contributions records
- Effective servicing of the Committee on Contributions by timely provision of all requested data
- Processing of 5,000 investment settlements for peacekeeping operations in accordance with industry standards
- Issuance of 250 daily, 12 monthly and 2 semi-annual investment and cash management reports for peacekeeping missions

Peacekeeping Financing Division

- Substantive guidance to Headquarters staff and peacekeeping missions on EBA
- Policy guidance to missions on the formulation of budget proposals and performance reports, including on financial rules and regulations, policies and procedures, results-based-budgeting and recommendations of legislative bodies
- Visits to 8 peacekeeping missions to provide strategic advice and on-site assistance on budgetary and financial issues
- 380 funding authorizations for missions and peacekeeping trust funds on an ongoing basis
- 17 mission staffing table authorizations
- 21 financial reports to donors for peacekeeping trust funds
- Training of 60 Headquarters staff and 60 mission staff (including UNLB) on EBA
- Organization and conduct of 9 video teleconferences with peacekeeping missions and UNLB on pending budget assumptions and justification issues during the performance and budget report finalization phase
- Training of 200 personnel in 7 peacekeeping missions on the funds monitoring tool

Treasury

- The United States dollar and euro denominated funds of peacekeeping accounts invested in accordance with United Nations approved guidelines
- Interest rate factors in United States dollars and euros monitored to enhance return on investments
- Credit exposure to any single bank limited in accordance with United Nations guidelines based on sound credit ratings
- Competitive bidding on investments conducted to reduce bid/ask spreads
- Execution of approximately 3,000 electronic fund transfers, 500 foreign exchange purchases and 500 investment settlements
- Execution of approximately 70,000 payroll payments to approximately 6,000 staff members funded from peacekeeping accounts

Financial Information Operations Service

- Maintenance, updating and operation of computerized budget and finance information systems; management of data structure and system control; local area network administrative functions
- Maintenance of charts of accounts and other finance-related reference tables in IMIS; development and enhancement of ad hoc applications
- Enhanced financial management reports
- Implementation of EBA on 1 July 2009
- Maintenance of EBA, including improvements as requested by clients, user support and training
- Implementation and maintenance of troop costs and claims reimbursement system
- Upgrade of the OPICS application

External factors

Adequate insurance policies for peacekeeping missions will be continuously offered by the insurance industry (Accounts Division); assessments will be paid promptly (Accounts Division, Peacekeeping Financing Division); interest rates and rates of return, exchange rate of the United States dollar and other currencies will be favourable (Treasury)

(b) Human resources requirements

Category	*2008/09*	*2009/10*	*Change*
Professional and above			
Under-Secretary-General	—	—	—
Assistant Secretary-General	—	—	—
D-2	1	1	—
D-1	1	1	—
P-5	4	5	1
P-4	20	24	4
P-3	17	21	4
P-2/P-1	1	1	—
Subtotal	**44**	**53**	**9**
General Service			
Principal level	4	4	—
Other level	39	46	7
Subtotal	**43**	**50**	**7**
Total	**87**	**103**	**16**

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2007/08) (1)	Apportionment (2008/09) (2)	Cost estimates (2009/10) (3)	Variance	
				Amount (4)=(3)-(2)	Percentage (5)=(4)÷(2)
I. Post resources	9 392.8	11 727.3	14 859.5	3 132.2	26.7
II. Non-post resources					
General temporary assistance	1 992.2	2 118.5	1 938.7	(179.8)	(8.5)
Consultants	516.6	2 742.6	1 188.3	(1 554.3)	(56.7)
Official travel	199.3	407.5	637.0	229.5	56.3
Information technology	188.8	216.4	720.3	503.9	232.9
Other supplies, services and equipment	283.1	180.0	259.0	79.0	43.9
Subtotal II	**3 180.0**	**5 665.0**	**4 743.3**	**(921.7)**	**(16.3)**
Total I and II	**12 572.8**	**17 392.3**	**19 602.8**	**2 210.5**	**12.7**

(d) Justification of posts

Office of the Controller

Administrative Assistant (GS (OL))

418. In connection with the increased workload in the Office of the Controller related to his responsibilities for the sound financial management of peacekeeping resources made available to the Organization, it is proposed to establish an additional post of Administrative Assistant (GS (OL)). The incumbent of the post would provide general administrative assistance relating specifically to the logging and monitoring of correspondence regarding the financial management of peacekeeping, including requests for financial clearance of staff with significant financial responsibilities in peacekeeping missions, as well as delegation of authority relating to peacekeeping and peacekeeping-related audit recommendations. The Controller's responsibilities for executive direction and management of OPPBA functions relating to peacekeeping activities have increased in past reporting periods as a result of the overall increase in the volume of United Nations peacekeeping activities. There is currently no provision in the support account for the peacekeeping-related workload in the Controller's Office.

Accounts Division

Conversion of general temporary assistance positions to posts: 3 P-4, 1 P-3, 3 GS (OL)

419. The approved staffing establishment of the Peacekeeping Accounts Section includes seven general temporary assistance positions (3 P-4, 1 P-3, 3 GS (OL)). Three general temporary assistance positions at the P-4 level have been provided since the 2007/08 period for a Policy Guidance and Training Officer, an SDS Officer and a Finance Officer to support UNMIS and the start-up of operations in Darfur. One P-3 and 1 GS (OL) general temporary assistance positions have been provided since 2005/06 in response to the expansion of UNIFIL and the start-up of UNMIT.

Two GS (OL) positions were initially provided before 2000/01 to meet the increases in the workload of the Section. The conversion of those general temporary assistance positions to posts was requested for the 2008/09 period as the tasks and increased workloads for which the resources were initially provided for were no longer temporary.

420. The position of Policy Guidance and Training Officer was provided to respond to a requirement to improve internal controls in peacekeeping operations. The functions include the provision of advice on accounting policies, procedures and practices and ensuring that audit recommendations were implemented. Those responsibilities are of an ongoing and continuing nature. The SDS Officer is responsible for the accurate accounting of SDS transactions and review of the related accounting guidelines. With the expansion of peacekeeping operations and the increasing need to respond in a timely manner as well as the year round rotation of SDS, the work of the SDS Officer is required on a continuing basis. The other P-4 post was initially provided to respond to the increased workload resulting from the start-up and expansion of missions in 2007/08.

421. The P-3 and GS (OL) general temporary assistance positions were initially approved in July 2005 to clear the accumulated backlog and to respond to the increases in workload attributable to the start-up and expansion of peacekeeping missions. The 2 GS (OL) general temporary assistance positions were authorized before July 2000. As shown in the table below, there has been a continuous increase in the workload of the Section in recent years. Accordingly, the underlying tasks which were considered temporary when the general temporary assistance positions were initially approved have proven to be and are expected to remain of a continuing nature in the foreseeable future.

Peacekeeping Accounts Section workload indicators

	2003/04	*2004/05*	*2005/06*	*2006/07*	*2007/08*	*2008/09 estimate*	*2009/10 estimate*
Total peacekeeping appropriations (millions of United States dollars)	2 934	4 074	4 725	5 360	6 739	7 086	7 805
Number of financial statements and schedules	60	61	62	66	67	67	67
Number of accounting transactions	313 098	369 207	442 056	441 065	462 621	509 270	542 810
Percentage increase in number of accounting transactions over prior year	8	18	20	0	5	10	7

422. Furthermore, general temporary assistance positions, especially in the Professional category, are difficult to fill given that competent candidates tend not to accept positions that are short term in nature. Given the continuously growing volume of accounting transactions and in order to establish a team of expert accountants fully familiar with IPSAS, it is proposed to convert the general temporary assistance positions to posts.

Payroll and Disbursements Section

Finance Assistant (GS (OL))

423. Based on the projected increase in peacekeeping staff by 2,050 from 2006/07 to 2008/09, three new GS (OL) posts were requested for 2008/09; however, only two posts were approved. Considering that the increase in peacekeeping staff from 2006/07 to 2008/09 is currently projected at 2,430 and that a further increase of 810 staff is projected in 2009/10, one additional GS (OL) post, which was requested for 2008/09 but not approved, must be provided in order to meet the increased payroll workload during the 2009/10 period.

424. In view of the expansion of MINURCAT, the continued deployment of international staff to UNAMID and the potential deployment of a United Nations peacekeeping operation in Somalia, the number of international staff on payroll is expected to increase by 12 per cent in 2008/09 and by an additional 10 per cent in 2009/10, as indicated in the table below.

Payroll and Disbursements Section workload indicators

	2001/02	*2002/03*	*2003/04*	*2004/05*	*2005/06*	*2006/07*	*2007/08*	*2008/09*[a]	*2009/10*[a]
Total staff	9 593	9 719	9 722	10 784	11 653	12 693	15 678	16 960	17 920
Non-peacekeeping staff	6 007	6 347	6 156	6 130	6 742	7 063	8 482	8 900	9 050
Peacekeeping staff	3 586	3 372	3 566	4 654	4 911	5 630	7 196	8 060	8 870
Percentage increase in peacekeeping staff over prior year		-6	6	31	6	15	28	12	10

[a] Estimated.

425. The increase in peacekeeping staff on payroll and the complexity involved in administering the entitlements of peacekeeping staff and processing their separations, pension fund reconciliations and education grant payments have required, as a whole, the deployment of additional payroll staff to ensure due diligence and appropriate levels of internal control. Therefore, it is imperative that the Payroll and Disbursements Section be provided with at least one new GS (OL) post in 2009/10.

Health and Life Insurance Section

Chief of Unit (P-4)

Benefits Assistant (GS (OL))

426. The workload of the Health and Life Insurance Section is directly related to the number of staff administered by Headquarters. In the context of the workload, which will continue to increase further in 2009/10, it is proposed to establish two new posts, Chief of Unit (P-4) and Benefits Assistant (GS (OL)).

427. The Health and Life Insurance Section is currently supported by 3 GS (OL) support account-funded posts. All staff in the Section are more than fully occupied with their most pressing or immediate tasks. These include servicing clients in peacekeeping operations by processing insurance applications for new and reappointed staff, communications with clients (staff members, their family members and administrative offices), responding to queries, following up on the

status of claims and processing of Mission Insurance Plan hardship cases. The increase in the number of peacekeeping staff has a direct impact on the workload of the Section (see table in para. 424 above). In addition, the harmonization of staff contracts in 2009/10 will result in the offering of insurance benefits to more staff members, which will further increase the workload of the Section.

428. A post at the P-4 level is requested to administer the increasing number of new staff entering into the insurance programmes and to manage the introduction of new initiatives launched in the 2008/09 period to harmonize benefits and contain/stabilize the costs associated with the insurance programmes. These include the disease management programme, the national insurance programmes and the third-party administration of Mission Insurance Plan processing. It should be noted that no Professional level posts in the Health and Life Insurance Section are funded from the support account. In order to meet the workload generated by the already sizeable and growing number of peacekeeping staff for whom health insurance benefits are managed, the services of a Professional category staff member are required, to be funded from the support account.

429. One additional GS (OL) post was approved for the 2007/08 period, bringing the current staffing establishment of the Section to three support staff. As shown in the table in paragraph 424, the number of peacekeeping staff estimated to be on payroll in the 2009/10 period is projected to increase by 1,674 compared with the 2007/08 period. Past experience indicates that health and life insurance service requirements can be met with due diligence and an appropriate level of internal controls by maintaining a ratio of one Health and Life Insurance Section staff member to about 1,000 staff on payroll. On that basis, it is proposed to establish an additional Benefits Assistant post (GS (OL)) to respond to the increase in the workload.

430. Without the establishment of the proposed posts, processing delays will be encountered, the quality and level of client services, along with response time to queries, will decline.

Peacekeeping Financing Division

431. The core functions of the Peacekeeping Financing Division include responsibility for establishing policies, procedures and methodology for the estimation of resource requirements and providing policy guidance, consistent with the Financial Regulations and Rules of the United Nations, on matters relating to the financing of peacekeeping operations; preparing annual budgets and performance reports, liquidation budgets of peacekeeping operations and reports on the disposition of assets; annual reports on the support account for peacekeeping operations and other reports concerning the administrative and budgetary aspects of the financing of peacekeeping operations; monitoring the cash flow status of the special accounts for each peacekeeping operation; authorizing payment to Governments for troop and formed police costs and, with regard to those costs, determining average monthly troop strengths, establishing amounts reimbursable and initiating payments. The Division is also responsible for the provision of substantive services to ACABQ and the Fifth Committee on peacekeeping financing issues.

432. During 2008/09, following the establishment of UNAMID and MINURCAT in 2007/08, the number of active peacekeeping operations supported by the Division

increased to 15, including operations with complex multidimensional mandates and large military and police components, such as MINUSTAH, MONUC, UNAMID, UNIFIL, UNMIL, UNMIS and UNOCI. With the termination on 31 July 2008 of the mandate of UNMEE and the potential establishment of a new peacekeeping operation in Somalia, the number of active peacekeeping operations during 2009/10 would remain unchanged. At the same time, the level of effort required for the preparation of peacekeeping budget reports has increased in step with the increased scope and complexity of peacekeeping operations, as reflected in their results-based-budgeting frameworks and resource requirements.

433. The approved staffing establishment of the Peacekeeping Financing Division comprises 30 posts (1 D-2, 1 D-1, 3 P-5, 9 P-4, 7 P-3 and 9 GS) and 4 general temporary assistance positions (P-3).

Reclassification of Budget Officer post (P-3 to P-4)

434. As a result of an internal assessment carried out by the Division after the Security Council approved the establishment of UNAMID, the largest and most complex peacekeeping operation mounted by the United Nations to date, it was determined that in order to adequately backstop the mission during 2008/09, the full-time support of two Finance and Budget Officers would be required. Those requirements were addressed through the assignment to the UNAMID desk of a Finance and Budget Officer at the P-3 level, as well as the internal reassignment of another Finance and Budget Officer, also at the P-3 level, which took into account the diminished scope of support required for ONUB (final disposition of assets report and a final performance report).

435. Owing to the complexity of UNAMID and the magnitude of its budget, it is proposed to upgrade one P-3 post to the P-4 level, commensurate with the level of Finance and Budget Officers backstopping other large and complex missions. This requirement cannot be accommodated from within the approved staffing establishment of the Division, which comprises nine officers at the P-4 level who would support MINUSTAH, MONUC, UNIFIL, UNMIL, UNMIS, UNOCI and UNLB, including SDS; support the Director in managing the Division and assist the Director in all matters related to cross-cutting peacekeeping issues; support the Division on all issues related to the administrative and budgetary aspects of the financing of peacekeeping operations; and refine the methodology for the estimation of peacekeeping operations resource requirements and determination of the amounts reimbursable to troop- and formed police-contributing countries for troop and formed police costs.

Conversion of general temporary assistance positions to posts: Finance and Budget Officers (4 P-3)

436. The approved staffing establishment of the Peacekeeping Financing Division includes 7 Finance and Budget Officer posts at the P-3 level, the incumbents of which would be responsible for the support of the UNAMID desk, the MONUC desk, MINURSO/UNOMIG, UNDOF/UNFICYP, UNMIK/UNMEE (financial performance report for the latter for the 2008/09 period, final performance report and report on the final disposition of assets/administration of peacekeeping general trust funds, the support account for peacekeeping operations, as well as support for AMISOM and the potential peacekeeping operation in Somalia.

437. For the 2008/09 period, the General Assembly approved four general temporary assistance positions of Finance and Budget Officer at the P-3 level in support of MINURCAT and UNMIT and to strengthen the capacity of the Peacekeeping Financing Division to manage the support account and further develop the funds monitoring tool. The functions of the approved general temporary assistance positions constitute continuing core functions of the Division as indicated below, and it is proposed accordingly to convert the four P-3 general temporary assistance positions to posts. Based on a review of the totality of staffing resources approved by the General Assembly for the Division, there will be no capacity to absorb those requirements within the approved staffing establishment of the Division.

438. Two posts of Finance and Budget Officer at the P-3 level would be required for the continuing support of the expanded MINURCAT and for UNMIT. The responsibilities of the incumbents of the posts would include the analysis and preparation of performance reports and budget estimates, financial backstopping, monitoring of budget implementation, administration of related trust funds, provision of budgetary guidance to counterparts in DFS and the two missions, and managing liabilities and reimbursements to troop- and formed police-contributing countries.

439. With the restructuring of DPKO, the creation of DFS, the establishment of OICT funded in part from the support account, as well as the provision of support account resources for OMB and the Ethics Office, the scope and complexity of the peacekeeping operations support account requirements continue to grow and currently include 11 departments and offices funded from the support account. The level of effort required by the Peacekeeping Financing Division to scrutinize post and non-post resource proposals, provide the subsequent follow-up with concerned departments and offices at Headquarters seeking additional clarification, analyse and interpret budget performance trends, provide effective guidance on results-based-budgeting methodology to all Headquarters departments and offices funded from the support account, as well as to produce support account performance reports and budgets, has increased accordingly. In this connection, the functions of the approved general temporary assistance position of Finance and Budget Officer at the P-3 level, the incumbent of which works with the incumbent of the approved Finance and Budget Officer post (P-3), can no longer be considered as temporary in nature. It is proposed accordingly to convert that position to a post at the P-3 level in order to provide for the continuity of the functions and to ensure the timely preparation and submission of budget performance reports and budget estimates for the support account; monitor the incumbency of posts and budget implementation; provide guidance and training on results-based-budgeting methodology; and respond in a timely and proactive manner to client departments' requests for support.

440. The implementation and deployment at Headquarters and to peacekeeping operations of a funds monitoring tool (a Web-based system aimed at consolidating financial information from the field and Headquarters financial systems) has provided to peacekeeping finance and budget personnel, cost centre managers and senior management of the missions a means of online access to up-to-date financial information and its analysis with a view to facilitating management decisions and monitoring and analysing expenditures. Enhancements are continuously being made to the funds monitoring tool to expand its usage across missions and at Headquarters. Those made since 2007 are the inclusion of information on

requisitions raised but not yet approved in the Mercury procurement system; the inclusion of approved purchase orders not yet recorded in the Sun system; the inclusion of prior-period obligations; the reflection of approved appropriations by period as approved by the General Assembly; and the development of new standard reports, among others.

441. Following the recommendation of the Board of Auditors in 2004 that budget and finance staff as well as cost centre managers be trained on the funds monitoring tool, workshops are conducted every year in peacekeeping missions and at Headquarters. During the 2007/08 financial period, 137 staff were trained in seven peacekeeping missions, with a target of 200 staff to be trained during the 2008/09 period and 200 staff during the 2009/10 period.

442. In order to support further refinements in the estimation of resource requirements for peacekeeping operations, the functions of the general temporary assistance position also include the establishment of international staff cost rates (salaries, staff assessment and common staff costs) for each mission based on the actual expenditure by category, grade and level of staff incurred by individual missions during the previous financial period.

443. Furthermore, the incumbent of the general temporary assistance position is responsible for the weekly cash projection reports for all peacekeeping missions, as well as for consolidated reports on amounts reimbursable to troop- and formed police-contributing countries for related costs.

444. In view of the continuing core functions of the four general temporary assistance positions (P-3), it is proposed to convert them to posts in order to provide for the continuity of support to peacekeeping operations.

Treasury

Reclassification of Finance Officer post (P-4 to P-5) (resubmission)

445. It is proposed to reclassify the level of the current Finance Officer post (P-4) to Chief of the Banking Relations Section at the P-5 level. The significant increase in the scope of peacekeeping operations from approximately $3 billion in 2003 to the approximately $8 billion projected for 2009 and the complexity of the operations in the field has led to the urgent need in Treasury to have a senior staff member who can identify banking solutions and maintain solid working relationships with the senior management of the banks with which the United Nations conducts business.

446. Approximately $2 billion is disbursed annually in the field, with a significant amount disbursed locally in countries with very limited banking infrastructure, such as the Sudan (both in the southern part of the country and in Darfur), the Democratic Republic of the Congo (in particular in the eastern part of the country), Chad, Côte d'Ivoire, Liberia, Haiti and Somalia. Treasury needs to ensure that those payments are made in the most efficient, secure and cost-effective manner, which can only be done by dispatching a senior Treasury specialist to the peacekeeping missions to meet with the senior management of local banks and to structure banking arrangements that meet the unique requirements of the United Nations, in particular in respect of cash payments. Not only would such activities involve extensive travel, but the banking sector is also built on relationships, and it would be the responsibility of the Chief of the Banking Relations Section to establish and

maintain solid working relationships with the management of the over 40 banks with which Treasury deals in the peacekeeping missions alone.

447. Approximately $6.8 million was paid in bank charges by peacekeeping missions in 2007/08. That figure is projected to increase significantly due to the expansion of UNAMID. Treasury needs to ensure that the bank charges paid by the missions are commensurate with the services delivered and that the fees paid are reasonable. Treasury, in coordination with the Procurement Division, will issue a request for proposal for banking services in the peacekeeping missions to ensure that competitive arrangements are in place. The participation of a senior Treasury specialist is essential when negotiating the required banking services and related banking fees. Without the representation of a Treasury specialist, the likelihood is very high that the Organization will pay more in bank charges.

448. The Chief of the Banking Relations Section would represent the Treasury in inter-agency meetings. The presence of a senior staff member from the Treasury is required to ensure that there is coordination among the United Nations agencies, funds and programmes related to banking arrangements in the field, which should lead to savings in bank charges. The Chief of the Banking Relations Section would also be the focal point for the Board of Auditors and OIOS, as well as for other audit-related issues; oversee the United Nations operational rate of exchange issued every month (those exchange rates are used by all United Nations agencies, funds and programmes); prepare the budgets and performance reports of the Treasury; and would monitor expenditures and requisitions.

449. The introduction of the JP Morgan Chase Insight payment system in peacekeeping missions has resulted in the issuance of over 200,000 electronic payments annually. This figure is likely to increase once the new missions begin operating at full deployment. It is noted that despite extensive training, there are still errors in the formatting of payments, which have led to additional bank charges. Although the Treasury has organized numerous training sessions in UNLB and the peacekeeping missions, the turnover and hiring of new staff means that there is a continuous requirement for training. The Chief of the Banking Relations Section and other Finance Officers in the Section would conduct on-site training in peacekeeping missions, in addition to regular training sessions in UNLB.

450. As per the recommendation of OIOS, the United Nations should have banking agreements with all financial institutions in which significant funds are held. It has taken up to three years to get some of the current agreements signed, owing partly to lack of resources in Treasury. There are approximately 20 banking agreements that should be formalized on an urgent basis. It would be the responsibility of the Chief of the Banking Relations Section to coordinate the formalization of those agreements between OLA and the banks.

451. The Treasury currently maintains all the bank account and bank signatory details in the Microsoft Access database. As per the OIOS recommendation, this information should be entered into IMIS pending the implementation of ERP. The Banking Relations Section will be responsible for maintaining the sensitive databases.

Financial Information Operations Service

Administrative Assistant (GS (OL))

452. The Financial Information Operations Service comprises over 30 staff members from the former various technical support areas in OPPBA. In order to provide support in the administration of the Service, it is proposed to establish an additional Administrative Assistant post (GS (OL)).

453. All the posts transferred to the Financial Information Operations Service were technical posts, providing support for the various technical systems critical to the operations of OPPBA and its daily requirements. Administrative support for staff members of the Service was previously provided by the Administrative Assistants in the areas to which they belonged prior to their transfer to the Financial Information Operations Service. After the transfer, the previously existing administrative support arrangements were no longer possible. In addition, the Service was relocated to a new building and is physically segregated from other areas in OPPBA, such as the Treasury and the Accounts Division, from which assistance could be exceptionally provided on a shared basis.

454. The requirement for administrative support is not temporary in nature. The newly established Service is entrusted with the administration of all contracts and purchases in OPPBA related to IT and electronic services. The Service also comprises a large proportion of support account-funded posts and general temporary assistance positions, the incumbents of which require extensive administrative support.

(e) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
Posts	$14 859.5	$3 132.2	26.7%

455. The provision of $14,859,500 would cover salaries, common staff costs and staff assessment for the 87 continuing and 16 proposed new posts. The variance is attributable to increased standard costs and the proposed establishment of new posts, with the application of projected vacancy rates of 7 per cent and 5.2 per cent to the computation of requirements for the continuing Professional and General Service category posts, respectively, and 50 per cent and 35 per cent for the proposed new Professional and GS category posts, respectively. The application of the projected vacancy rates used for the continuing Professional and GS category posts to the computation of requirements for the proposed new posts would result in total resource requirements under the above heading in the amount of $15,069,300.

	Cost estimates	*Variance*	
General temporary assistance	$1 938.7	($179.8)	(8.5%)

Accounts Division

IPSAS Project Team (2 P-4, 2 P-3)

456. IPSAS implementation is a major undertaking that will continue to require dedicated resources for the duration of the project. An IPSAS implementation team funded with resources from both the regular budget and the peacekeeping support

account, is leading and coordinating this exercise at the United Nations, including the peacekeeping missions.

457. During the 2009/10 period, the IPSAS team will continue to lead the preparatory work for the determination of IPSAS-compliant opening statements of position, including balances for items of property, plant and equipment and inventories in field missions, to continue the development and deployment of IPSAS-related training and to formulate IPSAS-related policies that will support IPSAS-compliant financial statements. Furthermore, the team will be involved in the operational aspects of those IPSAS-related policies by coordinating the process in order to develop detailed procedures and associated changes in workflows.

458. Accordingly, the continuation of four temporary positions (2 P-4 and 2 P-3 for 12 person-months each) is proposed to focus on the implementation of IPSAS in peacekeeping missions.

Financial Information Operations Service

459. EBA is due to be implemented on 1 July 2009. The system will streamline and automate the budget submission process for peacekeeping operations. As EBA moves into the deployment and maintenance mode, it will require dedicated management and technical support to ensure that it remains a properly supported system capable of delivering the appropriate uptime, performance and reliability required of a critical enterprise system.

Project Manager (P-4)

460. In connection with the deployment of the EBA system, its overall management will move to the implementation stage, which will require functionality changes and updates as the application evolves to meet users' requirements; extensive coordination with main stakeholders, including the Peacekeeping Financing Division of OPPBA, the Field Budget and Finance Division of DFS and all peacekeeping missions; coordination of training of Headquarters staff, cost centre managers and finance and budget personnel in peacekeeping operations; planning for the implementation of the subsequent modules of the system to include the peacekeeping operations support account; and development of internal capacity to introduce changes to the system without resorting to consultancy services. In this connection, it is proposed to continue during 2009/10 the general temporary assistance position of Project Manager at the P-4 level.

Information Systems Officer (P-3)

461. Upon the release of the EBA system, the services of the consultants who developed the system will no longer be available on an ongoing basis. At the same time, the system will require immediate support, including coordination with the developers, to install improvements as requested by clients, to plan for new releases, to upgrade key platform components, as well as to provide user support and training. It is accordingly proposed to establish a general temporary assistance position of Information Systems Officer (P-3), the incumbent of which would be responsible for the ongoing primary support of the infrastructure and the system and would ensure that proper planning and testing is undertaken of contingency operations in case of failure of the main system.

Project Associate Officer (P-2)

462. It is proposed to continue for the 2009/10 period the position of Project Associate Officer (P-2) approved for 2008/09 in order to serve as a liaison between the project team and client offices, assign new users and locations to the system as it is being developed; update and ensure data accuracy migrated from external systems; assist in form change requests; create basic reports; and support help desk functions.

463. The maintenance, support and further development of EBA as a critical enterprise system requires the continuation of the Project Manager (P-4) and Project Associate Officer (P-2) positions and the establishment of an Information Systems Officer position (P-3) to provide adequate support to the system and avoid the risk of its failure.

Information Systems Officer (P-3)

464. The transfer of the Investment Accounting Unit from the Treasury to the Accounts Division and the implementation of a full segregation of duties between operational functions and systems-related tasks created a stronger requirement for the full-time services of an experienced systems analyst (P-3) which would be dedicated to the maintenance of all critical specialized systems used by the Treasury, taking into account the increasing volume of transactions in a highly complex environment related to peacekeeping operations (cash management, investments and banking information technology applications and services).

465. It is proposed accordingly to establish an Information Systems Officer position (P-3) to support Treasury operations and to develop proposals for systems improvements and explore the feasibility of using new electronic services, as well as to lead the implementation of all IT changes to existing systems.

Financial Information Operations Service Officer (P-2)

466. It is proposed to continue for 12 months the Financial Information Operations Service Officer position (P-2), which had been previously assigned to the Investment Accounting Unit and then transferred to the Service. The incumbent of the position would be responsible for IT system enhancements in relation to the implementation of an IMIS/OPICS/SWIFT interface. This function remains critical, as it is necessary to ensure the continuity of the detailed knowledge of and experience with the OPICS and SWIFT systems to ensure that payments can be processed routinely without risk of failure. As the interface project will enter into its second phase in 2009/10, the continuation of the general temporary assistance funding at the P-2 level will be required.

Administrative Assistant (GS (OL))

467. A general temporary assistance position of Administrative Assistant (GS (OL)) was approved for 2008/09 to provide assistance with IMIS data cleansing (previously assigned to the IMIS Support Unit). A diagnostic system has been developed to facilitate data cleansing. It is proposed to maintain the general temporary assistance position for 2009/10 in order to continue improving the quality of IMIS data related to peacekeeping financial transactions and the quality of reports so as to ensure an efficient and timely transition to the new ERP system.

Treasury

Finance Officer (P-3)

468. In order to cope with the increased workload, and in view of the increased scope of responsibilities vested in the Treasury with regard to negotiations with the banks providing services to United Nations peacekeeping operations, the development of banking agreements and requests for proposals, and the provision of support to peacekeeping operations, it is proposed to establish an additional general temporary assistance Finance Officer position (P-3). The incumbent would assist the Senior Finance Officer in the performance of his/her duties and would also be involved in the delivery of extensive training programmes in support of peacekeeping operations.

Treasury Assistant (GS (OL))

469. In connection with the increased volume of salary payments to peacekeeping operations personnel which involve an increased number of transactions processed by the Treasury, it is proposed to establish a general temporary assistance position of Treasury Assistant (GS (OL)).

Peacekeeping Financing Division

470. The staffing establishment of the Peacekeeping Financing Division comprises nine GS (OL) posts, the incumbents of which provide support to the incumbents of the 25 posts in the Professional and above category and general temporary assistance positions. The provision of $22,900, equivalent to three work-months at GS (OL), would be required in order to provide adequate support to the Division during peak workload periods related to meetings of ACABQ and sessions of the General Assembly.

	Cost estimates	*Variance*	
Consultants	$1 188.3	($1 554.3)	(56.7%)

471. The consultancy requirements are as follows.

(United States dollars)

Expertise	*Person/ month*	*Amount*	*Output reference*
Treasury/investment system (Financial Information Operations Service)	2	44 250	Maintenance, updating and operation of computerized budget and finance information systems; management of data structure and system control; LAN administrative functions Maintenance of charts of accounts and other finance-related reference tables in IMIS; development and enhancement of ad hoc applications Enhanced financial management reports
EBA (Financial Information Operations Service)	2	22 080	Implementation of EBA on 1 July 2009

Expertise	*Person/ month*	*Amount*	*Output reference*
			Maintenance of ERB, including improvements as requested by clients, as well as user support and training
NOVA reporting platform (Financial Information Operations Service)	—	30 750	Maintenance, updating and operation of computerized budget and finance information systems; management of data structure and system control; LAN administrative functions
			Maintenance of charts of accounts and other finance-related reference tables in IMIS; development and enhancement of ad hoc applications
			Enhanced financial management reports
Budget system (Financial Information Operations Service)	—	48 750	Maintenance, updating and operation of computerized budget and finance information systems; management of data structure and system control; LAN administrative functions
			Maintenance of charts of accounts and other finance-related reference tables in IMIS; development and enhancement of ad hoc applications
			Enhanced financial management reports
Troop database		6 000	Implementation and maintenance of Troop Costs and Claims Reimbursement System
Legal Counsel (Treasury)	4	80 000	Industry standard controls supported in investments and payments in peacekeeping support accounts
IPSAS (Accounts Division)	—	817 500	Analysis and validation of new accounting policies and procedures for the adoption of IPSAS
IPSAS training (Accounts Division)	—	145 000	Analysis and validation of new accounting policies and procedures for the adoption of IPSAS
Total		**1 188 300**	

Financial Information Operations Service

472. The provision of $44,250 would cover requirements for the upgrade of the OPICS application. In order to ensure that the application can be properly supported by the vendor in a sustainable manner, by the Financial Information Operations Service for day-to-day operations and in business continuity scenarios and by ITSD with the least costs for technical and hosting environments, OPICS must be upgraded to the latest release and migrated to a different technical platform from the one currently in use, which is obsolete and no longer supported. In connection with the implementation of the capital master plan, the OPICS application also must be moved from the existing data centres to secondary data centres. Accordingly, in order to ensure the continuity of the system, consultancy services would be required to assist in the upgrade of OPICS to version 3 from version 2.1 and its migration. The consultancy services would include upgrading all the visual basic applications

developed in-house since 1996 in line with the complete migration to .NET for OPICS where any in-house-developed OPICS applications will cease to function. It also includes the migration from Sybase and HP-UX back-end database servers to SQL Server clusters to enable cost reduction, improved vendor support and access by NOVA reporting system.

473. The provision of $22,080 would cover enhancements to EBA upon its deployment to peacekeeping operations in response to user-generated requests. The enhancements to EBA would require specialized technical expertise not available in-house.

474. The amount of $30,750 would provide for consultancy to support the NOVA framework and underlying software and hardware setups and for contractual support in migrating NOVA from the existing data centre to the secondary data centre. The existing system will need to remain functional and properly supported while the new infrastructure supporting it is built and tested in the new environment. The security administration of NOVA and the applications hosted on the NOVA framework need to be provided to ensure adherence to audit requirements, separating security administration from system and functional areas.

475. Consultancy services for the upgrade of Business Objects is required in the amount of $48,750, as the existing software is still at release 5.7.1, which is unsupported and must be upgraded in order to continue to have vendor support. The funding would also provide for consultancy services for the migration of critical systems to the new North Lawn Centre. This requirement would also keep the existing system operational while the new operation is created and tested by the staff of OPPBA. Security administration for critical OPPBA systems needs to be provided to ensure adherence to audit requirements, separating security administration from system and functional areas.

476. The amount of $6,000 is requested for the development of the security administration module to support the troop costs and claims reimbursement system to be implemented by the Financial Information Operations Service.

477. The amount of $80,000 would cover the engagement of external legal counsel specializing in financial institution law to assist in formalizing agreements with banks providing services to peacekeeping missions.

Accounts Division

478. The IPSAS-related consultancy requirements, provisions for which were made in 2008/09, will not be utilized owing to the need to synchronize the IPSAS and ERP projects. Requirements related to the 2009/10 period are estimated at $817,500 for IPSAS development projects and $145,000 for training, covering the following areas:

(a) Validation of IPSAS policies and procedures: work in this area will include a review of the policy gap analysis; validation of IPSAS policies, guidance and procedures relating to peacekeeping operations and proposal of additional policies and guidance, including related changes in workflows. The policies, guidance and procedures would include policies on accounting for items of property, plant and equipment, inventories and intangible assets, accounting for in-kind contributions by host Governments; after-service health insurance and unused annual leave for staff of peacekeeping operations; materiality guidelines; reporting on budgetary information; and consolidations and aggregations for the preparation of peacekeeping financial statements. The deliverable in this area will be a comprehensive set of IPSAS-compliant policies and procedures;

(b) A documented IPSAS implementation strategy — phase 1: work in this area will include an analysis of the proposed information system for IPSAS-related requirements; review of the proposed modules to determine whether all information requirements for IPSAS implementation will be met by the proposed system; review of the asset codification structure to ensure compliance with IPSAS; working with the Organization's ERP project to ensure the building of an IPSAS-compliant chart of accounts and the relevant mapping of account codes; and the testing of the data model for IPSAS compliance. Work in this area also includes the analysis of system requirements relating to the dual system of recording budgetary transactions on a modified cash basis and financial transactions on a full accrual basis and to the preparation of the IPSAS-required reconciliation of actual amounts on a budget basis with amounts presented in the statement of financial performance, and supporting the configuration of the related account coding and data structures;

(c) A documented IPSAS implementation strategy — phase 2: work in this area will include the documentation of an IPSAS implementation strategy, including the review of the IPSAS implementation plan in the context of the ERP implementation timeline; review of the current information system capabilities and proposals to articulate how IPSAS requirements can be implemented prior to the full roll-out of the United Nations ERP system, including proposals for the use of temporary interfaces and data bases; recommendations for the use of IPSAS transitional provisions; planned roll-out of IPSAS requirements by field offices incorporating the Organization's ERP implementation timeline; and a strategy for restatement to full accrual of the balances for offices that may not have ERP in place by the IPSAS implementation date.

479. The deployment of training has also been rescheduled to synchronize with the ERP project. The approach to training involves the procurement of system-wide products to meet the needs for awareness and conceptual training (this is a jointly financed United Nations system-wide activity, and the Organization's share will be charged to the regular budget). The training products being procured include computer-based products and materials for instructor-led courses.

480. Awareness training will be conducted via computer-based training. The objective of awareness training is to communicate the upcoming changes and their impact on the Organization to all stakeholders, both internal and external, and to encourage staff to consider the implications of IPSAS for their own areas of work. An initial analysis of the target audience shows that about 3,500 United Nations staff worldwide should be targeted for awareness training.

481. Conceptual training will be deployed using a combination of instructor-led and computer-based training courses. Instructor-led conceptual training using individual contractors is now scheduled to begin in 2010. The objective of conceptual training is to develop a core understanding of IPSAS concepts and foundation skills, and the curriculum of courses for such training has been prepared by the system-wide IPSAS project team. An initial analysis of the target audience shows that about 1,300 United Nations staff worldwide should be targeted for working-level conceptual training, and that about 500 staff should be trained at the specialist level.

	Cost estimates	Variance	
Official travel	$637.0	$229.5	56.3%

482. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission assessment (Peacekeeping Finance Division)	120 000	Training of 60 Headquarters staff and 60 mission staff (including at UNLB) on EBA Visits to 8 peacekeeping missions to provide strategic advice and on-site assistance on budget and financial issues Training of 200 personnel in 7 peacekeeping missions on the funds monitoring tool
Training-related travel (Financial Information Operations Service)	24 000	Maintenance, updating and operation of computerized budget and finance information systems; management of data structure and systems control; LAN administrative functions Maintenance of charts of accounts and other finance-related reference tables in IMIS; development and enhancement of ad hoc applications Enhanced financial management reports
Mission assessment/seminar (Treasury)	64 000	Industry standard controls supported in investments and payments in peacekeeping support accounts Advice to peacekeeping missions finance staff on Treasury-related issues, cash management and banking policies and procedures Assistance in the selection of banks to provide banking services
Workshop for Chief Finance Officers (Accounts Division)	38 000	Assisting peacekeeping operations by providing guidelines on financial regulations and rules, accounting policies and procedures and practices, as well as updates on budgetary and personnel matters
Policy/support and training (Accounts Division)	52 000	Assisting peacekeeping missions by providing on-site guidance and advice on financial regulations and rules, and accounting policies, procedures and practices
Deployment of IPSAS instructor-led training (Accounts Division)	39 000	Instructor-led conceptual training in preparation for the implementation of IPSAS
Total	**637 000**	

483. The provision of $120,000 would cover requirements of the Peacekeeping Financing Division in connection with the provision of on-site advice and assistance to peacekeeping missions on budget and financial issues, as well as training of peacekeeping personnel on EBA and the funds monitoring tool.

484. The amount of $24,000 is proposed for training-related travel for the Financial Information Operations Service in order to upgrade the substantive and technical skills of staff in highly specialized IT areas in order to mitigate the risk of technical obsolescence within the Service.

485. The amount of $64,000 would provide for the Treasurer, Senior Investment Officer and Chief, Banking Relations Section to attend the annual World Bank/International Monetary Fund meeting to be held in Istanbul, Turkey, in October 2009 to meet with the Governors of the central banks in countries where peacekeeping operations are deployed. The provision would also cover travel to UNIFIL, UNMIT, UNMIS, MONUC and UNOCI.

486. The amount of $38,000 is proposed for staff members of the Accounts Division to attend a 5-day workshop for the Chief Finance Officers of peacekeeping missions.

487. The provision of $52,000 is proposed for the Accounts Division Policy Guidance and Training Officer and a senior peacekeeping accounts staff member to visit four peacekeeping missions.

488. The provision of $339,000 would cover requirements of the Accounts Division for: (a) travel of participants to regionalized instructor-led training. It is estimated that for the five training sessions that are to be held in 2009/10, 80 participants would require travel for 12 days and 50 participants for 7 days. IPSAS instructor-led training for peacekeeping staff will be held at UNLB, Nairobi, Geneva and New York based on proximity ($314,000); and (b) travel of the IPSAS Project Team to launch the first IPSAS-related training product and the computer-based awareness training ($25,000).

	Cost estimates	*Variance*	
Information technology	$720.3	$503.9	232.9%

489. The provision of $720,300 would cover OPPBA requirements for the acquisition and replacement of IT equipment and acquisition of software licences; the OPPBA share in the support of centrally managed IT infrastructure provided by OICT; and the provision of IT services. The provision includes requirements for the support of centrally managed data-processing services (infrastructure usage, desktop service level agreements and remote access services provided by OICT); acquisition of proprietary software, vendor support and licences for critical systems used in OPPBA, such as the OPICS, SWIFT, Chase Insight, NOVA and tax systems; and acquisition of replacement IT equipment (personal computers and servers).

	Cost estimates	*Variance*	
Other supplies, services and equipment	$259.0	$79.0	43.9%

490. The amount of $295,000 would provide for specialized IT training fees for the Peacekeeping Financing Division ($10,000) and the Financial Information Operations Service ($42,000), training supplies for the Accounts Division related to IPSAS training ($12,000), as well as for the payment of annual bank fees ($195,000) by the Treasury. The variance reflects an increase in bank fee charges.

3. Office of Human Resources Management

(a) Results-based-budgeting framework

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	**Human Resources Information Systems Section** 1.1 Consolidated data is available on recruitment for workforce planning and analytical and strategic reporting (2009/10: 50 per cent of all reports are based on consolidated data from the data warehouse)

Outputs

Human Resources Information Systems Section

- Integration of a new talent management system with a new data warehouse and IMIS to provide a data foundation for reporting on peacekeeping mission personnel
- Implementation of phase 1 of a new reporting and data warehouse system to provide human resources practitioners and programme managers throughout the Secretariat, including DPKO, DFS and peacekeeping missions, with self-service tools to access the data repository and to obtain, analyse and report on human resources information in a more timely and comprehensive manner
- Management of structure, quality and integrity of the data in the warehouse

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	**Strategic Planning and Staffing Division** 3.1 Implementation of the system of human resources action planning in field missions, subsequent continuous monitoring of performance and reporting of results 3.2 Positive feedback from DPKO, DFS and missions on services provided by OHRM **Medical Services Division** 3.3 Response to all (100 per cent) mission medical evacuation requests and urgent deployment requests for medical clearance on the same day 3.4 Pre-mission health assessment, including mental health care (2007/08: 76 per cent; 2008/09: 80 per cent; 2009/10: 80 per cent) **Learning, Development and Human Resources Services Division** 3.5 Positive feedback from DPKO, DFS and peacekeeping missions on services provided by the Human Resources Service

3.6 Up to 33 per cent of first reporting officers trained on performance management for managers

3.7 Positive feedback from DPKO, DFS peacekeeping missions on participation of their staff in the activities of two networks

3.8 Up to 20 per cent increase of mobility of staff between established duty stations and field missions in the areas of management and administration and political, peace and security

Human Resources Policy Service

3.9 Conduct of a comprehensive salary survey for national staff in field missions on a cycle of 4 years (maximum), or as required

3.10 Positive feedback from DPKO, DFS and peacekeeping missions on the services provided by the Human Resources Policy Service

Human Resources Information Systems Section

3.11 50 per cent of peacekeeping missions use new standard and integrated processes for recruitment, planning, career development and performance management

3.12 Increased percentage of peacekeeping missions use the central data warehouse for reporting on personnel

(2008/09: 10 per cent; 2009/10: 80 per cent)

3.13 Reduction of response time for peacekeeping missions when requesting support for recruitment processes

(2008/09: 24 hours; 2009/10: 3 hours)

3.14 97 per cent availability of service support to users in peacekeeping missions

3.15 100 per cent of human resources case officers use new staffing table management system

Outputs

Strategic Planning and Staffing Division

- Timely issuance of approximately 150 vacancy announcements for support account posts at Headquarters

- All required actions for the filling of vacancies through the staff selection system, including the pre-screening of over 18,000 qualified candidates and support for the review and selection for posts funded under the peacekeeping support account at Headquarters in DPKO, DFS and other departments, including posts for seconded military officers and civilian police
- Approximately 580 to 600 recruitments, extensions and fielding of civilian staff and military and civilian police staff on secondment from Member States funded under the support account, including those recruited for temporary positions
- Clearance and certification of Chiefs of Mission Support and Chief Civilian Personnel Officers for missions, and all Professional officers with responsibilities for personnel administration and performing human resources functions for peacekeeping missions and DFS at Headquarters
- Provision of guidance and support to Member States on the filling of vacancies for seconded military officers and civilian police
- Provision of guidance to DFS and peacekeeping missions on delegated human resources management authority through the Field Personnel Division, including through visits to 3 missions, and implementation and refinement of IT monitoring support tools
- Review and modification of human resources action plans in peacekeeping missions based on experience gained
- In coordination with DFS, development and implementation of more proactive outreach and sourcing strategies, including cooperative arrangements with providers of external candidates and networks, such as governmental entities, academic institutions, non-governmental organizations and United Nations entities
- Development of change management strategies for implementation of the new talent management system, including in peacekeeping missions and DPKO and DFS at Headquarters

Medical Services Division

- Formulation and update of health standards, policies and guidelines to protect all peacekeeping mission personnel against potential environmental and biological health hazards, including pandemic human influenza, and to ensure readiness to respond to such events
- Functional oversight over 17 chief medical officers and provision of medical technical oversight to the entire mission medical support system to maintain consistency and an acceptable level of delivery of health services
- Oversight, evaluation and monitoring and provision of ongoing technical support to 76 United Nations civilian medical units
- Review for technical clearance of 400 curricula vitae of candidates for medical positions (P-5, P-4 and P-3 levels and United Nations Volunteers) in peacekeeping missions
- 1 regional meeting of chief medical officers for coordination and update of medical and medico-administrative policies
- 3 on-site assessments of mission medical facilities (UNOMIG, UNOCI,UNMIT)
- Evaluation of a regional medical evacuation centre linked to peacekeeping missions (Morocco)
- Medical examination of 250 candidates for mission deployment or travel

- 2,000 pre-mission briefings and consultations on health-related issues
- 300 pre- and post-mission psychological consultations, as well as mental health management (diagnosis, therapy, outside referral and follow-up)
- Immunizations of 1,100 staff of DPKO, DFS and missions
- Issuance of 1,500 medical kits for mission travel and deployment and briefing of travellers on the usage and contents of the kits
- Medical treatment of and consultations with 2,000 staff of DPKO, DFS and visiting mission staff
- Review and analysis of 7,000 incoming medical examinations of mission staff/candidates, military observers and civilian police to determine fitness for recruitment/assignment/travel
- Certification of sick leave for 2,000 staff of missions, DPKO and DFS
- Provision of advice to the United Nations Joint Staff Pension Fund on 72 disability pension case actions for staff of missions and DPKO
- Provision of advice to DPKO and missions on 600 case actions taken regarding medical evacuations/ repatriations of civilian staff, military observers, civilian police and troops
- Provision of advice on medical compensation for civilian staff, military observers, civilian police and troops (370 case actions taken)
- 2 training sessions to assist managers in providing support for staff departing for and returning from peacekeeping missions
- Training of focal points in the mission support system in 6 peacekeeping operations (UNDOF, UNIFIL, UNAMID, UNMIS, MINUSTAH, MINURCAT)
- Training of focal points in the mission readiness programme in 6 peacekeeping operations (UNDOF, UNIFIL, UNAMID, UNMIS, MINUSTAH, MINURCAT)
- 2 mission-readiness training sessions for Headquarters staff planning to work in peacekeeping missions within 2 years
- Provision of online resources within the mission readiness website for managers and staff members
- Incorporation of medical examination information for mission staff into EarthMed software (United Nations electronic patient record software)
- Optimization of transfer to digital storage and electronic processing of the medical examination records of peacekeeping military observers and civilian police officers

Learning, Development and Human Resources Services Division

- Approximately 600 recruitments, extensions and fielding of civilian staff as well as military and civilian police staff on secondment from Member States at Headquarters funded under the support account, including those recruited for temporary positions, as well as engagement of consultants
- Provision of administrative support for approximately 1,800 requests from staff of DPKO and DFS at Headquarters, including on entitlements and benefits (rental subsidy, dependency benefits, education grant), separation and movement of staff (transfer, secondment and loan)

- Provision of human resources support for approximately 300 staff requests, including processing of actions related to disability, agreed termination, abandonment of post, outside activities, special leave with full pay/partial pay, waiver of privileges and immunities, and any exceptions to the staff regulations and rules; such processes are not delegated to Executive Offices or the Field Support Division of DFS.
- Provision of guidance and support for approximately 20,000 requests on application of the staff regulations and rules and human resources policies, in terms of human resources-related matters, including entitlements and benefits, recruitment, promotion and separation, to the Executive Office, programme managers and staff members of DPKO and DFS, as well as peacekeeping missions through the Field Personnel Division of DFS.
- Provision of training for 1,000 first reporting officers in field duty stations on performance management for managers
- Coordination of placement, on a pilot basis, of national competitive recruitment examinations roster candidates against 30 per cent of the vacant P-2 and P-3 positions in peacekeeping missions as well as other support account-funded positions in DPKO and DFS related to the management and administration, as well as the political, peace and security networks
- Development and launch of an occupational networks website for staff assigned in peacekeeping missions, DPKO and DFS
- Conduct of pilot voluntary network exchange initiatives for 2 occupational networks (management and administration and political, peace and security) with the participation of staff in peacekeeping field missions
- Development of career paths and career models, including relevant positions in peacekeeping field missions in two networks; network specific career planning and career development workshops and coordination, in cooperation with the Career Support Unit, Field Support Division/DFS, and their delivery to the staff members concerned in eight missions

Human Resources Policy Service

- Provision of written and oral legal advice to DFS and mission-based personnel prior to their taking administrative decisions on disputed issues
- Provision of legal advice to the Conduct and Discipline Unit at Headquarters and to missions and other DFS and mission-based personnel about the handling of allegations of misconduct in accordance with the administrative instruction on revised disciplinary measures and procedures (ST/AI/371) and the Secretary-General's bulletin of 11 February 2008 on the prohibition of discrimination, harassment, including sexual harassment and abuse of authority (ST/SGB/2008/5), including the conduct of investigations
- Legal representation of the Administration's position in proceedings at the first instance level in the internal justice system in relation to suspensions of action and appeals.
- Assistance to DFS and the Policy Support Unit of OHRM, including by participating in working groups, in the development of policies to address mission-specific issues, such as sexual exploitation and abuse with respect to civilian staff
- Review, amendment and replacement of over 30 administrative issuances (Secretary-General's bulletins, administrative instructions, information circulars and guidelines) relating to the appeal and disciplinary process in the light of the introduction of the new system of administration of justice

- Development of technology and communications techniques to enable the more efficient case management with field missions of appeals/disciplinary cases
- Provision of policy advice for strategic approaches to prevent occurrences of sexual exploitation and abuse with respect to civilian staff, including mission-specific policies that are consistent with general policies, regulations and rules applicable Secretariat-wide
- Review of over 250 human resources-related circulars (administrative issuances, information circulars, guidelines) in the light of the new staff rules to streamline, consolidate and simplify them
- Provision of policy guidance and support to DPKO on human resources management in peacekeeping missions, including compliance with applicable rules and regulations
- Update and adjustment of policies and entitlements for all civilian personnel in all peacekeeping missions
- Preparation and issuance of a single new set of staff rules applicable to the global workforce of the United Nations Secretariat, including civilian staff in the field operations, which will replace the existing 3 sets of staff rules (for 100, 200 and 300 series contracts)
- Develop and implement phase 1 of a new electronic version of the Human Resources Handbook
- Review of mission subsistence allowance rates in 6 peacekeeping missions (UNMIL, UNAMID, UNOCI, MINURCAT, UNDOF and MINUSTAH)
- Conduct of comprehensive salary surveys in 5 peacekeeping missions (UNAMID, MINURSO, UNOCI, UNDOF and UNFICYP) and issuance of 20 salary scales for national staff in peacekeeping missions
- Conduct of interim salary surveys for other peacekeeping missions and issuance of 40 salary scales for national staff in peacekeeping missions
- Review and development of generic job profiles for use in peacekeeping missions
- Training in application of job classification standards and procedures

Human Resources Information Systems Section

- Implementation and roll-out of the new talent management system for processing of recruitment for vacancies at Headquarters, including the recruitment by DPKO and DFS of employees, military officers and civilian police
- Integration of the new talent management system with IMIS to enable staffing table management for peacekeeping operations
- Maintenance, updating and operation of PeopleSoft software for the talent management system
- Implementation of phase 1 of a document management system to streamline processes for human resources document management and to meet the document and classification needs for day-to-day operational requirements, as well as for archiving purposes, including the official status files of staff of DPKO and DFS at Headquarters
- Establishment of the talent management Centre of Excellence to support the recruitment process, including peacekeeping personnel, provide business and application expertise to support the global implementation of the PeopleSoft software for the talent management programme, by designing new processes, optimizing current ones, managing complex implementation projects, providing user support and training, and keeping the complex talent management system landscape up and running 24 hours a day, 7 days a week

- One focal point trained to provide training in use of the talent management system in all peacekeeping missions
- Train-the-trainers sessions to assist human resources professionals in using the talent management system in four peacekeeping missions

External factors

The evolution of information and communications technologies will be in line with related projects; stakeholders will fulfil their responsibilities and obligations and extend their cooperation in attaining objectives (Human Resources Information Systems Service); stakeholders will be supportive of the efforts of and will extend full cooperation and there will be no major shortfalls in the funding of programmed activities (Learning, Development and Human Resources Services Division); national institutions will be supportive of efforts to improve the local health environment and facilities at mission locations; there will be no escalation of hostilities in countries where mission staff are deployed and no resurgence of epidemics or emergence of new health hazards (Medical Services Division)

(b) Human resources requirements

Category	*2008/09*	*2009/10*	*Change*
Professional and above			
Under-Secretary-General	—	—	—
Assistant Secretary-General	—	—	—
D-2	—	—	—
D-1	—	—	—
P-5	2	2	—
P-4	11	14	3
P-3	3	10	7
P-2/P-1	—	2	2
Subtotal	**16**	**28**	**12**
General Service and other			
Principal level	—	1	1
Other level	15	20	5
National staff	—	—	—
Field Service	—	—	—
Security Service	—	—	—
Subtotal	**15**	**21**	**6**
Total	**31**	**49**	**18**

(c) Financial resource requirements

(Thousands of United States dollars)

Category	*Expenditures (2007/08)* *(1)*	*Apportionment (2008/09)* *(2)*	*Cost estimates (2009/10)* *(3)*	*Variance* *Amount* *(4)=(3)-(2)*	*Percentage* *(5)=(4)÷(2)*
I. Post resources	3 822.5	4 331.2	6 341.3	2 010.1	46.4
II. Non-post resources					
General temporary assistance	447.2	619.4	3 018.9	2 399.5	387.4
Consultants	531.3	352.5	612.0	259.5	73.6
Official travel	338.3	500.0	711.5	211.5	42.3
Information technology	625.2	620.0	1 013.3	393.3	63.4
Medical	311.0	115.0	200.0	85.0	73.9
Other supplies, services and equipment	—	31.0	258.0	227.0	732.3
Subtotal II	**2 253.0**	**2 237.9**	**5 813.7**	**3 575.8**	**159.8**
Total I and II	**6 075.5**	**6 569.1**	**12 155.0**	**5 585.9**	**85.0**

(d) Justification of posts

Strategic Planning and Staffing Division

Planning, Monitoring and Reporting Section

Human Resources Officers (2 P-3) (resubmission)

491. The Office of Human Resources Management is the central human resources authority in the Organization and the source of delegated authority, and thereby has the responsibility of ensuring compliance and consistency of the application of human resources regulations, rules and policies. The General Assembly recently emphasized the need to ensure effective monitoring and provision of adequate guidance by OHRM on the delegation of authority for human resources management. OIOS and the Joint Inspection Unit also noted in their recent in-depth evaluations of OHRM a significant lack of sufficient monitoring of human resources authorities delegated throughout the Secretariat owing to the limited capacity dedicated to monitoring functions in OHRM. The Planning, Monitoring and Reporting Section currently has one post at the P-4 level funded from the support account to cover peacekeeping activities, including 16 peacekeeping missions.

492. Currently, peacekeeping operations have 20,000 civilian staff (representing over 50 per cent of the global Secretariat workforce) and 80,000 uniformed personnel. With the enhanced delegation of authority to DFS in human resources management, it is important for OHRM to ensure regular and ongoing monitoring of how this authority is exercised and to follow-up on the implementation of relevant recommendations. In order to strengthen the monitoring functions, it is proposed to establish two new posts at the P-3 level in the support account budget for 2009/10. Major responsibilities of the incumbents of the posts would involve planning of implementation of monitoring programmes; coordination of preparation of monitoring missions to field operations; compilation of detailed analysis and evaluation of findings and recommendations from monitoring missions; provision of

guidance and support for implementation of recommendations; and bringing policy issues and concerns to the attention of relevant officials in DFS and OHRM.

Outreach Unit

Conversion of general temporary assistance to post: Human Resources Officer (P-4)

493. The Outreach Unit of the Strategic Planning and Staffing Division was established to develop and implement extensive outreach strategies based on workforce planning in order to attract qualified candidates for positions throughout the global Secretariat. In the support account budget for 2008/09, general temporary assistance at the P-4 level for 12 months was provided, and it is proposed that this position be converted to a temporary post. The incumbent of the proposed post would continue to participate in the development and implementation of outreach strategies based on strategic and systematic workforce planning exercises for departments; assist in managing outreach activities, including proactive and targeted recruitment campaigns; provide guidance to programme managers on outreach and strategic staffing; assist in maintaining partnerships with external entities for sourcing of potential candidates; coordinate public information and advertising activities; and develop and implement new human resources policies, practices and procedures to meet the evolving needs of the Organization, in particular those pertaining to outreach and strategic staffing. The Outreach Unit continues to coordinate with the Recruitment and Outreach Unit in the Field Support Division of DFS to maximize synergy in undertaking outreach activities to attract qualified candidates to the Organization.

Human Resources Policy Service
Policy Support Unit

Conversion of general temporary assistance to posts: Human Resources Policy Officers (1 P-4, 1 P-3)

Human Resources Assistant (GS (OL))

494. The current staffing of the Policy Support Unit comprises the Chief of Unit (P-5), two Human Resources Policy Officers (P-4 and P-3) and four General Service (Other level) staff funded from the regular budget and one Human Resources Policy Officer (P-4) funded from the peacekeeping support account.

495. The work of the Unit includes the development of human resources policies and the provision of advice on the interpretation of policies and rules, bringing to the attention of OHRM senior management issues requiring policy decisions; the provision of timely support and advice to all departments and offices at Headquarters and offices away from Headquarters, including DFS and DPKO and peacekeeping field missions as well as the funds and programmes which are governed by the Staff Regulations and Rules of the United Nations. The Unit is responsible for preparing revisions to the staff rules and administrative issuances, including where required for streamlining rules and procedures and consultations thereon with management and staff representative bodies; and updating and maintaining the electronic Human Resources Handbook (in English and French) in close consultation with the Department for General Assembly and Conference Management to properly translate all topics, subjects and guidelines as well as the reference collection of Secretary-General's bulletins, administrative instructions,

information circulars and forms on i-Seek (in both English and French). The Unit provides key support towards human resources management reform, in particular in the context of General Assembly decisions on the streamlining of contractual arrangements and harmonization of the conditions of service of staff, including United Nations operations in the field.

496. A substantive part of the work of the Unit is therefore devoted to mission-related matters, including the provision of support to DPKO and DFS in implementing their human resources strategy and addressing their ongoing reform efforts; the provision of both formal and informal advice on the application of human resources rules and policies to mission staff; and the development of new or amended rules, policies and procedures to better respond to the special requirements of a mission environment while ensuring consistency with fundamental human resources policies of the Organization and the legal regime applicable to all staff.

497. Moreover, the current efforts of the Secretary-General to reform the Organization will require reformulation of all existing staff rules and a complete revamping of the Organization's system of administration of justice, which will further compound the work of the Unit to ensure that it properly addresses the specific needs of staff members serving in peacekeeping missions around the world. To this end, any reform will require substantial changes to the staff rules in order to ensure that peacekeeping staff of the Secretariat are provided conditions of service that are consistent with similarly situated staff serving with United Nations funds and programmes. In connection with the approval by the General Assembly of the Secretary-General's proposals on the streamlining of contractual arrangements, the work of the Unit will focus on the preparation of a new, single set of staff rules which would be applicable to the global workforce of the United Nations Secretariat, including civilian staff in field operations, and which would replace the existing three sets of staff rules (100, 200 and 300 series).

498. As the new contractual framework is implemented, it is also expected that further clarification of the human resources rules applicable to missions, the preparation and/or review of mission-specific rules and the issuance of user-friendly guidelines to further support the overall goals of peacekeeping missions around the world will require the full-time attention of the proposed new staff.

499. In this context, the Unit has initiated the development of a new electronic version of the Human Resources Handbook in order to streamline and consolidate the existing Human Resources Handbook, the field handbook and other human resources manuals of the Secretariat; to incorporate best practices and lessons learned from existing human resources manuals within the Secretariat as well as those of other Organizations of the United Nations common system; to provide new user-friendly features for use by staff at large; and to reflect the new contractual arrangements and the new staff regulations and rules in place. Implementation of phase 1 of the website of the new electronic Human Resources Handbook is scheduled to take place during the 2009/10 period.

500. During 2006/07 and 2007/08, general temporary assistance funding equivalent to 12 months at the P-3 level was provided under the support account. Those needs were determined at the time to be temporary in nature owing to the surge in administrative support work, in particular with the emphasis on sexual exploitation and abuse. However, those needs are no longer limited to sexual exploitation and abuse, nor are they temporary. In the light of the number, size and complexity of

current peacekeeping operations, the new operations that have emerged and continue to grow, and the need for potential exit strategies for missions that are downsizing and/or ceasing operations, the demand for clarification of human resources rules applicable to missions and the preparation and/or review of mission-specific rules and user-friendly guidelines has been greatly expanding. This includes a substantial amount of time and effort in the development and interpretation of policies with respect to civilian staff and the preparation of amendments to the staff rules applicable to field missions, the preparation of administrative issuances specific to those missions and/or general issuances dealing with situations frequently arising in field missions, including benefits and entitlements.

501. As indicated by OIOS in its recent report on the in-depth evaluation of OHRM (A/63/221), there are very limited resources available within the Office for policy development and the provision of interpretative guidance. The Policy Support Unit operates with extremely limited resources while the ongoing human resources management reforms require significant policy development by OHRM in order to achieve Secretariat-wide success. OIOS acknowledged that the development and communication of well-conceived, easy to understand human resources policies and delegated authorities is no easy task, and submitted as one of their recommendations the strengthening of the policy development and corresponding interpretative guidance functions. Many respondents to the OIOS survey, including staff at peacekeeping missions, pointed out the need for more guidance in interpreting rules, the provision of additional instructions/guidelines and the availability of training from OHRM in this area to assist them in gaining the information and skills needed to perform the human resources duties expected from them in the field.

502. The effective performance of the activities described above requires the strengthening and provision of adequate staffing to support peacekeeping operations and meet mission-specific needs. The lack of adequate resources to support peacekeeping operations will result in delays in the provision of advice on policy matters as well as individual cases that would adversely affect the efficient management of mission staffing and, consequently, the functioning of missions. The incumbents of the proposed new Human Resources Policy Officer posts (P-4 and P-3) would engage in extensive consultations with administrative officials from OHRM, DPKO and peacekeeping missions via meetings and/or working groups and would be supported by one General Service (Other level) staff member.

503. The provision of the new posts would ensure that the Unit continues to establish human resources policies and guidelines and providing interpretation of regulations, rules and policies, as mandated by the General Assembly in its resolutions 51/226, 53/221, 55/258, 57/305, 59/266 and 61/244 with regard to peacekeeping missions; to prepare and interpret policies and rules consistent with overall human resources policies, regulations and rules (an integral part of the responsibilities of OHRM not delegated to DPKO, which relies for that purpose on the Policy Support Unit for all mission staff); and to deal with special needs of peacekeeping missions on a timely basis and with sufficient depth.

Administrative Law Unit

Legal Officers (4 P-3, 2 P-2)

Legal Assistants (2 GS (OL))

504. The current staffing of the Administrative Law Unit comprises the Chief of Unit (P-5), one Legal Officer (P-4) and two General Service (Other level) staff funded from the regular budget, and two Legal Officer (P-4) and one General Service (Other level) posts funded from the peacekeeping support account.

505. The work of the Administrative Law Unit includes the management of appeals and disciplinary cases in respect of civilian mission personnel and the provision of legal advice and recommendations in disciplinary cases (not delegated to departments) through all steps of the disciplinary process. The Unit is responsible for analysing and presenting the Administration's position, both in writing and orally, on mission-related appeals and disciplinary matters. The Unit also provides advice on matters related to the administration of justice for all peacekeeping missions. This will include assisting the new Office of Administration of Justice in providing training at the mission level on the new internal system of justice. The Unit provides advice mainly to the following entities on matters related to the administration of justice: the Conduct and Discipline Unit at Headquarters; conduct and discipline teams in field missions; the Field Personnel Division of DFS; and Directors of Mission Support and Chiefs of Mission Support in field missions. The Unit also assists the Policy Support Unit in providing advice for strategic approaches to prevent occurrences of sexual exploitation and abuse with respect to civilian staff, including mission-specific policies that are consistent with general policies, regulations and rules applicable Secretariat-wide. The Unit will also review, in consultation with the Policy Support Unit and DFS, over 30 administrative issuances (Secretary-General's bulletins, administrative instructions, information circulars, guidelines) relating to the appeal and disciplinary process in the light of the introduction of the new internal justice system. The Unit has begun the process of providing better delivery of its services to the missions by the use of QuickPlace and will develop and implement new case management techniques through an enhanced management system and improvement in tools and technology to better service the needs of peacekeeping missions in the future.

506. A substantive part of the work of the Administrative Law Unit is therefore devoted to mission-related matters, including the representation of DPKO and DFS on appeals and disciplinary matters; the provision of both formal and informal advice on the application of human resources rules and policies to mission staff in the context of appeals and disciplinary cases and the development of new techniques to better service the needs of the peacekeeping mission.

507. During the 2006/07 and 2007/08 periods, general temporary assistance funding equivalent to 12 months at the P-4 level was provided under the support account. Those needs were determined at the time to be temporary in nature owing to the surge in disciplinary cases, in particular with the emphasis on sexual exploitation and abuse. However, those needs are no longer limited to sexual exploitation and abuse, nor are they temporary. Three factors that have contributed to the increase in the number of disciplinary cases being handled by the Unit are: a significantly improved reporting mechanism in relation to alleged incidents of misconduct through the Conduct and Discipline Unit at Headquarters and the field-based

conduct and discipline teams and special investigation units; the introduction of new policies, such as those relating to financial disclosure and workplace harassment; and the increasing sophistication of the investigation function in the peacekeeping missions. Factors which have contributed to the increase in the number of appeals include an increase in the number of staff members, in particular in the field, and an increased awareness of the internal justice system resulting from the reform of the system. In the light of the number, size and complexity of current peacekeeping operations as well as the new operations that have emerged and continue to grow, and the need for potential exit strategies for missions that are downsizing and/or ceasing operations, the number of disciplinary and appeal cases will continue to grow. Furthermore, the move from the handling of matters at the first-instance level on a peer review basis (Joint Appeals Board/Joint Disciplinary Committee) to a judge-based internal justice system (United Nations Dispute Tribunal) will require the Unit to provide a more thorough and sophisticated response on behalf of the Administration.

508. Providing efficient legal representation to DPKO and DFS is particularly complicated owing to the nature of missions, their location and their high turnover of staff. A familiarity with the needs, constraints and personnel of the various missions is key to providing good representation of the Administration's position. Accordingly, it is proposed that the Legal Officers in the Unit be divided into three sub-groups, with one group servicing cases and requests for advice arising from Headquarters and established duty stations, the second group servicing cases and requests for advice arising from missions based in Africa and the third group servicing cases and requests for advice arising from missions in the rest of the world. Each of the sub-groups would be assisted by two General Service (Other level) staff.

509. From 1 July 2006 to November 2008, the workload of the Unit, measured in terms of number of appeals, has increased by 50 per cent (from 99 to 150 cases) and the number of disciplinary cases has quadrupled (from 123 to 500 cases). On average, the workload of the Unit during that period has more than doubled. On average, the number of working days needed to process an appeal effectively is 5; the average number of working days needed to process a disciplinary case effectively is 15. In addition, the Unit provides advice on a number of ad hoc matters which require, on average, .50 working days. Accordingly, given a three-year average number of outputs of 559 (comprising advice, appeals and disciplinary cases) which require 4,890 working days to produce those outputs effectively, the Unit requires 16 Professional staff members. As mentioned above, the Unit currently has two Professional level posts (1 P-5 and 1 P-4) and two General Service (Other level) posts funded from the regular budget, and two Professional posts (P-4) and one General Service (Other level) post funded from the support account.

510. In its comments on the report of the Redesign Panel on the United Nations system of administration of justice (A/61/815), ACABQ pointed out that the Administrative Law Unit operates with extremely limited resources, which leads to unacceptable delays. The General Assembly acknowledged that the Unit could not properly perform part of its functions, namely the review of administrative decisions, and established the Management Evaluation Unit within DM to handle management evaluation of administrative decisions. In its resolution 62/228, the Assembly approved the staffing establishment of the Management Evaluation Unit comprising seven posts, equivalent to the current staffing of the Administrative Law

Unit, which is currently handling those functions in addition to others that are significantly more time-consuming, for instance, the handling of disciplinary cases.

511. The effective performance of the activities described above requires the strengthening and provision of adequate staffing to support peacekeeping operations and meet mission-specific needs. The lack of adequate resources to support peacekeeping operations will result in delays that would adversely affect the efficient management of mission staffing and consequently the functioning and reputation of missions.

512. The Unit requires each of the three sub-groups (Headquarters, African-based missions and missions in the rest of the world), to be staffed with a proper complement of Professional staff so that work can be carried out in accordance with relevant functions. Accordingly, it is proposed that the African mission sub-group be staffed with one P-4, two P-3 and one P-2 positions, and that the sub-group providing services to missions in the rest of the world be staffed with one P-4, two P-3 and one P-2 positions. Each sub-group would be provided with two General Service (Other level) positions. All members of the Unit would report to the Chief of the Unit (P-5); however, the incumbent of the P-4 level position in each sub-group would have day-to-day responsibility for the output from that sub-group.

513. The addition of eight staff members is justified by the number of outputs forecast for the Unit. It is reasonably anticipated that much of the work may effectively be done at a level other than P 4 and, accordingly, it is proposed that four of the new Professional positions to be funded from the support account be at the P-3 level and two at the P-2 level.

Learning, Development and Human Resources Services Division
Human Resources Services

Conversion of general temporary assistance to post: Human Resources Officer (P-4)

Conversion of general temporary assistance to post: Human Resources Assistant (GS (OL))

Human Resources Assistant (GS (PL))

514. The Human Resources Services of the Learning, Development and Human Resources Services Division provides DPKO and DFS with support for the recruitment, extension of appointment, fielding and administration of staff. It also performs human resources functions not delegated to DFS for staff members of peacekeeping missions, such as agreed termination, disability, abandonment of post, special leave with full/partial pay and all cases exceptional to the staff rules and regulations. The Human Resources Services monitors the implementation of delegated authority on a continuing basis and provides guidance and advice to management and staff members on a wide range of human resources issues.

515. Peacekeeping operations continue to expand, and the number of staff members in DPKO and DFS has increased significantly. The number of posts approved under the 2008/09 support account budget for DPKO and DFS is 887, which is more than double the number of posts under the 1999/2000 support account budget (402). For the 2008/09 budget period, a total of 68 new posts were approved for DPKO and DFS, in addition to the 140 posts newly approved for 2007/08. The expansion of DPKO and DFS means an increase of the workload in the Human Resources

Services of the Learning, Development and Human Resources Services Division, for recruitment for newly approved posts as well as for personnel administration of additional staff members, including contract administration, education grant, rental subsidy, dependency benefits and separation.

516. The other key driver for the increase of workload is the turnover of staff. The most affected areas in terms of increased number of staff members are OMA and the Office of Rule of Law and Security Institutions. Currently, there are 181 posts reserved for military or police officers seconded from Member States. As they rotate every two to four years (maximum duration of service is four years), there is a constant need for recruitment activities for approximately 60 posts per year.

517. Another area which has a high turnover is staff members in positions funded from general temporary assistance. Approximately 40 staff members are constantly appointed against general temporary assistance funding. As they are recruited for temporary purposes and are not allowed to have appointments with duration of more than 11 months, the Human Resources Services is required to separate and appoint approximately 40 staff members every six to eleven months.

518. During the 2006/07 period, the Human Resources Services processed 335 recruitment-related cases, including the completion of recruitment formalities, offers of appointment, induction procedures and generation of salary advances. In 2008/09, the number of such cases is expected to reach approximately 500, representing an increase of 49 per cent.

519. During the 2007/08 period, advice was provided in response to 18,985 requests from the Executive Office and programme managers in DPKO and DFS, and it is estimated that the Human Resources Services will be required to provide advice on more than 20,000 occasions during 2008/09. That number represents an increase of 86 per cent from 2005/06 when advice was provided in response to a total of 10,750 requests.

520. In spite of the significant increase of workload indicated above, the approved staffing level of the Human Resources Services funded through the support account has remained unchanged since 2002: only one staff member at the P-4 level and three General Service (Other level) staff. Statistically, in terms of number of support account posts approved for the Human Resources Services (excluding positions funded from general temporary assistance), more than 900 staff members are serviced by one Human Resources Officer (P-4), and one Human Resources Assistant (GS (OL)) is servicing more than 300 staff members on average (excluding positions funded from general temporary assistance), which is significantly higher in the other areas, such as DPA and the Office for the Coordination of Humanitarian Affairs, that are covered by the Human Resources Services (approximately 225 and 183 respectively). Posts funded from other sources are also assigned to support DPKO and DFS staff members, and such an arrangement imposes an additional workload and added pressure on all the staff members in the Human Resources Services, Section B, which could have a negative impact on the work of the entire Section.

521. The current staffing level, with proposed conversion and additional positions, is the minimum requirement necessary to cope with the current workload and increased demand from DPKO, DFS and the peacekeeping missions. In this connection, it is proposed that the P-4 and General Service (Other level) general

temporary assistance positions approved for 2008/09 be converted to posts. As indicated below, it is also proposed to establish an additional General Service (Principal level) post.

522. There are currently one P-4 and three General Service (Other level) posts funded from the support account in the Human Resources Services. The Human Resources Services currently comprises five Human Resource Officer posts and seven Human Resource Assistant posts, including four positions (1 P-4 and 3 GS (OL)) funded from the support account, the incumbents of which provide human resources services to staff members in DPKO and DFS as well as staff members of DPA and the Office for the Coordination of Humanitarian Affairs.

523. For peacekeeping operations, the Human Resources Services handles approximately 1,000 staff members at Headquarters, most of whose posts are funded from the support account (887 posts and 36 positions funded from general temporary assistance). As of 1 July 2008, 68 new posts had been approved for DPKO and DFS, in addition to the 147 posts newly approved for 2007/08. The expansion of DPKO and DFS has created a significant increase in the workload of the Human Resources Services in terms of recruitment as well as staff administration.

524. Accordingly, there is a need for the services of a senior General Service support staff member at the Principal level to lead and guide the group of seven support staff members to enhance the efficiency and monitor the quality and consistency of their work. The lack of such services creates an extra burden for the Professional staff members in terms of supervising and reviewing the work of support staff. The incumbent of the post would be responsible for monitoring the overall work of the Human Resource Assistants, in terms of compliance with the staff regulations and rules, accuracy and timeline; training and providing supervision to new and lower-level staff in the Services; contributing to the creation of standard operational procedures; undertaking research on a range of human resources-related issues and preparing notes/reports; and conducting research on precedents, policy rulings and procedures.

Medical Services Division
Staff Counsellor's Office

Administrative Assistant (GS (OL))

525. In connection with the restructuring of OHRM, a Counselling and Well-Being Unit, which was previously a part of the Learning and Development Division, has been transferred to the Medical Services Division as the Staff Counsellor's Office. To ensure the provision of expeditious and confidential services to staff seeking assistance in areas of mental health, substance abuse and general counselling, including pre- and post-mission consultations, it is proposed to establish an additional Administrative Assistant post (GS (OL)), the functions of which were previously carried out by the Administrative Assistant in the Learning and Development Division.

526. The incumbent of the post would provide administrative assistance to the Staff Counsellor in scheduling pre- or post-mission psychological consultations; perform specialized screening for appointments; maintain and update the database of incoming psychological examinations, psychiatric evaluations and mental wellness

evaluations; prepare necessary statistics; and produce reports for scheduled and emergency appointments.

527. The Administrative Assistant would coordinate training activities for mission support and the mission readiness programme. This would include mission support and mission readiness training in coordination with field missions and scheduling of the Staff Counsellors' travel related to that training, as well as scheduling appointments for security officers for clearance for assignments to peacekeeping missions. The Administrative Assistant would maintain training supplies and monitor training expenses for the Staff Counsellor's Office.

528. The Administrative Assistant would also perform receptionist desk coverage for the Staff Counsellor's Office, answer phone calls and receive clients. Owing to the highly sensitive and confidential nature of the staff assistance provided by the Staff Counsellor's Office and the high number of daily visits to the Medical Service (walk-in clinic, travel clinic and mandatory medical examinations), the only receptionist in the Medical Services Division would not be able to perform the additional receptionist desk coverage functions required for the Staff Counsellor's Office. Staff members coming for consultants with staff counsellors and psychologists need to avoid the voluminous traffic in the reception area of the Medical Service and have convenient, private and direct access to the Staff Counsellor's Office.

Human Resources Information Systems Section

Transfer of posts (1 P-4, 1 P-3, 1 GS (OL))

529. Three posts (1 P-4, 1 P-3, 1 GS (OL)) have been transferred from the Policy and Strategic Planning Division to the Human Resources Information Systems Section, which is a new section that will be responsible for providing technical support to all Divisions within the Office of Human Resources Management. The consolidation enables the improved operation of the functions through centralized management, cross-training of resources, establishment of backup resources for critical systems and the coherent development of an IT strategy for the Office of Human Resources Management.

(e) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
Posts	$6 341.3	$2 010.1	46.4%

530. The provision of $6,341,300 would cover salaries, common staff costs and staff assessment for the 31 continuing and 18 proposed new posts. The variance is attributable to increased standard costs and the proposed establishment of new posts, with the application of delayed recruitment factors of 7 per cent and 5.2 per cent to the computation of requirements for the continuing Professional and General Service category posts, respectively, and 50 per cent and 35 per cent for the proposed new Professional and General Service category posts, respectively. The application of the delayed recruitment factors used for the continuing Professional and General Service category posts to the computation of requirements for the proposed new posts would result in total resource requirements under the above heading in the amount of $7,262,300.

	Cost estimates	Variance	
General temporary assistance	$3 018.9	$2 399.5	387.4%

Human Resources Policy Service
Administrative Law Unit

Legal Officers (1 P-3, 1 P-2)

531. Two Legal Officer posts (1 P-3, 1 P-2) are required to address the backlog of substantive cases handled by the Administrative Law Unit, the incumbents of which would handle mission-related matters, including the representation of DPKO and DFS on appeals and disciplinary matters, would provide both formal and informal advice on the application of human resources rules and policies to mission staff in the context of appeals and disciplinary cases and would develop of new techniques to better service the needs of peacekeeping missions.

Learning, Development and Human Resources Services Division

Staff Development Officer (P-3)

532. The requirement for a general temporary assistance position of Staff Development Officer for performance management at the P-3 level is owing to the expected increase in workload and outputs in line with recommendations to improve the performance appraisal system.

533. In its resolution 61/244 the General Assembly set forth recommendations on performance management, human resources management reform, the accountability framework and the performance management working group on performance management of the Staff-Management Coordination Committee. Those recommendations indicated the need: (a) to revitalize the performance appraisal system to make it a more valuable staff development tool; (b) to continue developing the existing performance management training curriculum, including mandatory components to give managers and staff the tools they need to be more effective in their jobs and improve the overall performance of the Secretariat; (c) to significantly expand training programmes to cover peacekeeping and field operations; and (d) to support Departments, offices away from Headquarters, and peacekeeping missions to achieve the target of 100 per cent of compliance with the performance appraisal system, strengthening the links between performance and future career prospects.

534. Currently, there is one Professional (P-4) and one General Service (Other level) staff member to deal with all aspects of performance management Organization-wide, including policy advice, training, capacity-building, user orientation and ongoing training for its electronic tool — ePAS. The workload is significant, and there is no capacity to expand broadly and roll out the substantive components of performance management training for managers. As at 30 June 2008, there were 30,503 staff members, 50 per cent of whom are peacekeeping staff at headquarters and in the field, with approximately 6,000 first reporting officers registered in ePAS (2007/08 cycle).

Human Resources Assistant (GS (OL))

535. Peacekeeping operations continue to expand, and the number of staff members in DPKO and DFS has increased significantly. The number of posts approved for DPKO and DFS under the 2008/09 budget for the support account was 887, which is more than double the number of 402 support account posts approved for DPKO for 1999/2000. For 2008/09, a total number of 68 new posts were approved for DPKO and DFS, in addition to the 147 posts newly approved for 2007/08. The expansion of DPKO and DFS created a surge of recruitment needs, which is expected to continue in the 2009/10 period. The incumbent of the Human Resources Assistant general temporary assistance position would assist the recruitment activities of the Human Resources Services, in order to achieve the efficient and timely filling of vacant positions in DPKO and DFS; assist in the filling of posts for all categories, including following up on reference checks and academic verifications; ensure the completion of pre-recruitment formalities, including visa arrangements and medical clearance, calculation of salaries and related benefits, and preparation and dispatch of offers of appointment, statement of emoluments and notes verbale to Member States; issue letters of appointment, review and process personnel actions through IMIS, induct new staff members and request salary advances; counsel staff members on various human resources matters, such as eligibility for benefits and allowances and how to apply for them; and review and process requests for entitlements and claims.

Staff Development Officer (P-3)

Human Resources Assistant (GS (OL))

536. The proposed Staff Development Officer and Human Resources Assistant posts would comprise part of a larger team tasked with developing and implementing occupational networks. The pilot project on the development of three networks, namely, management and administration, political, peace and security and economic and social, started in 2008 and will continue through the end of 2009.

537. It is envisaged to expand two of the pilot networks, namely management and administration and political, peace and security, to cover staff in peacekeeping missions. The focus of the incumbents of the proposed new posts would be on the integration of respective staff in peacekeeping operations into the two networks. The incumbents of the two positions would assist in the development of career models and inventory of skills that include positions in peacekeeping field missions in two networks; coordinate Voluntary Initiative for Network Exchange initiatives with the participation of staff in the field and other support account-funded positions; contribute to the development and maintenance of a network website accessible to staff in the field; and contribute to the development and delivery of special career development and career planning workshops to staff in peacekeeping missions, in coordination with the Career Support Unit of the Field Personnel Division of DFS. The additional requested staffing resources would strengthen the operation of the networks and expand their activities in peacekeeping missions and would contribute to further integration of the field and Headquarters in terms of succession planning and career development of staff. They would also foster mobility between Headquarters duty stations and the field.

Strategic Planning and Staffing Division

Human Resources Officer (P-4 for 11 months)

538. The first phase of the new talent management system will be in full implementation by July 2009. The Strategic Planning and Staffing Division, in coordination with the Field Personnel Division of DFS, is currently leading the design of the new processes in the talent management system and the configuration of the system itself. When the first phase is ready to be rolled out, the Division will also lead the substantive implementation of the system in the Secretariat, including DPKO, DFS and field operations. In so doing, the Division will develop change management strategies, which will include the development of new policies, training programmes and materials, and communications support.

539. The incumbent of the requested position of Human Resources Officer (P-4) would provide substantive support to the Director of the Division and the Senior Human Resources Officer by participating in teams and working groups that are involved in human resources management reform and change management; analysing new human resources needs, including resource and budgetary planning; and defining work strategies, including for streamlining of processes and procedures. The incumbent of the position would also provide support in managing reform programmes in the Division, identifying priority activities and assignments, and liaising directly with departments and offices, both at Headquarters, including DPKO and DFS, and field missions. The incumbent would also assist in developing and delivering new policies, training programmes and materials, and communications support strategies on the new processes in the talent management system.

Human Resources Assistant (GS (OL))

540. The Recruitment Unit is responsible for the recruitment of staff in the General Service and related categories at Headquarters, including in DPKO and DFS. The Unit takes all actions to recruit new staff at the G-1 through G-4 levels, including administering clerical and other related tests, and processes applications in Galaxy for positions from the G-5 to G-7 levels. From July 2007 to June 2008, the Unit provided support to recruitment for 62 posts at the G-1 to G-4 levels in DPKO and DFS at Headquarters. In the preceding cycle (2006/07), OHRM recruited staff for 38 posts at the G-1 to G-4 levels.

541. The Recruitment Unit has no posts funded from the support account budget. Therefore, in order to provide adequate support to DPKO and DFS for recruitment of staff in the General Service and related categories, the Unit requires general temporary assistance equivalent to General Service (Other level) for 12 months.

Human Resources Information Systems Section
Talent management system

542. The talent management system will support the Organization's efforts to attract, recruit, retain and develop high-calibre personnel. The system is aimed at facilitating an efficient, cost-effective process for recruiters and managers in offices worldwide while also providing a simple, user-friendly and rewarding experience for applicants.

Business Analyst (P-4)

543. The talent management project is at the stage in which full-time coordination is crucial in order to meet the demands of the business design phase and related timelines. The entire system will be launched in the third quarter of 2009/10 (January to March 2010), and this will require the skills of a senior Business Analyst. He or she would incorporate industry best practices for all stages of the employment life cycle including vacancy management, rostering, internal mobility, workforce planning, external sourcing, automated fielding, succession planning and performance management. For those reasons, it is essential to have a Business Analyst involved in the complete life cycle of the project. Owing to the scope of the project, additional short-term resources are required.

Technical Configuration Analyst (P-3)

544. The incumbent of the Technical Configuration Analyst position would be responsible for the technical interpretation of business requirement documents and the configuration of the PeopleSoft application according to the technical specifications. It is expected that those functions will be performed from the Centre of Excellence located at ESCAP.

Technical Data Migration Lead (P-4)

545. The incumbent of the Technical Data Migration Lead position would be responsible for the review of all technical requirements and design documents to ensure consistency with required architecture; review of all data conversion, interfaces and integration documents to ensure that all required technology solutions are in place for a new system; assist in the delivery of the architectural design and planning; prepare a data conversion strategy that will include data mapping; assist in the development of all interfaces and integration; assist and facilitate the development of a comprehensive data security policy; develop competency in the talent management application toolset in order to assist in future design and maintenance; and assist in the coordination and scheduling of all meetings related to technical design in order to meet the deadlines and objectives of related projects. The incumbent would also arrange meetings, working sessions and calendar events as they relate to technical design for the talent management project office and produce major/complex reports for management.

Talent management: Centre of Excellence

546. The Centre of Excellence for talent management will provide business and application expertise to support global implementation of PeopleSoft software for the talent management programme by designing new processes, optimizing current ones, managing complex implementation projects, providing user support and training, and keeping the complex talent management system landscape operational 24 hours a day, 7 days a week. In addition, the Centre will help to optimize the use of all talent management programme modules, and will ensure that reporting and learning management components are implemented in a cost-effective manner, thereby contributing to the overall success of the programme. It is anticipated that the learning management module will be rolled out in 2009 and will also require extensive support. It is proposed that those functions be performed from the Centre of Excellence located at ESCAP.

547. Given that the anticipated life span of an application such as PeopleSoft is 7 to 10 years, and taking into consideration the financial investment made in the acquisition and implementation of the software, it is important that at one point, the emphasis of the talent management programme shifts from the "go live" stage to crafting a talent management support strategy, which incorporates a Centre of Excellence.

548. Listed below are some key activities of the Centre of Excellence at the initial phase of implementation. It is expected that the scope of activities will increase significantly during the second phase of implementation, as all technical functions will be performed from the Centre of Excellence and not from New York, beginning with the first phase of implementation of the talent management system.

Chief, Centre of Excellence (P-4)

549. The creation of the talent management Centre of Excellence is in alignment with the ICT strategy of the United Nations Secretariat, which states that implementing a new structure that includes programme-based centres of excellence and a global service delivery model will strengthen organizational ownership of ICT while simultaneously improving ICT effectiveness and efficiency. The Chief of the Centre would be responsible for overseeing the provision of the following key services: maintain and troubleshoot the talent management application residing in production, test, development and demo environments, jobs related to data transformation services, and related extract servers and databases; resolve first-level ("how to") service calls from users of the help desk support; resolve second-level technical service calls escalated by the help desk; author and maintain talent management operating level agreements with external parties, including contractors responsible for third-level technical support; escalate third-level technical calls to external parties as defined by existing operating level agreements; carry out all necessary upgrades to the environments following standard change management, configuration management and release management processes as per documented procedures; execute periodic tests of the disaster recovery processes; monitor and report on systems usage and available capacity; measure and report on the availability of production systems; perform daily operations, system monitoring, jobs monitoring and system administration activities; perform security administration activities for all users and groups; and undertake periodic and spot security audits of the application to ensure compliance with the Organization's security standards.

Associate Application Support Officer (P-2)

550. The incumbent of the Associate Application Support Officer position (P-2) would be responsible for the provision of the following: application support for talent management, reporting and learning management system application configuration (defect resolution, root cause analysis); performance management support; technical system administration; application upgrades and patching; running process and scheduling reports; user management; system maintenance and monitoring; and change management and workflow development.

Help desk for talent management

Customer support representatives (6 GS (OL))

551. This group of specialists in the General Service category would be responsible for performing tier 1 customer support (help desk) from the off-site location. Customer service representatives would be responsible for the following tasks: provide tier 1 ("how to") support; facilitate provision of predefined responses by OHRM to first-level substantive service calls to the help desk and manage the quarterly reviews and updates of such responses; escalate service calls to the second level of support; prepare response templates; and prepare operational reports and ongoing training and knowledge transfer. It is anticipated that the learning management module will be rolled out in 2009 and will also require extensive support.

Data warehouse

Master Data Manager (P-4)

552. The needs of intergovernmental bodies, troop-contributing countries and the United Nations Secretariat in generating reports have increased exponentially in recent years, especially with the rapid expansion of peacekeeping operations. Since 2006, the database for the Secretariat has been expanded to over 40,000 records to reflect the philosophy of an integrated United Nations workforce, which is an underlying principle for human resources reform, with an increase of over 60 per cent attributed to the incorporation of records on peacekeeping personnel.

553. In addition to operational reports, the demand for executive reports, ad hoc reporting capabilities, charts, graphs, dashboards and scorecards has more than doubled in the past two years. In order to fulfil those needs, OHRM, with the participation of DFS and DPKO, has started to develop a single, fully integrated and automated data warehouse that should provide all users with a single data source for analytical, transactional and strategic reporting capabilities.

554. The data warehouse will effectively provide a consolidated view of all personnel across the Organization. It will also provide consistent quality data, enabling analysts and management to proactively identify problems and opportunities.

555. The incumbent of the Master Data Manager position would be responsible for the design and implementation of the data warehouse and data management; oversee data warehouse design; assist in designing data dimensions; prepare documentation that defines business needs in reporting; ensure tight and seamless integration with legacy systems of record, such as IMIS, police and military staff travel and rotation (PMStar), Nucleus and Galaxy, for data extraction to and from the data warehouse; design of integration with the new talent management system for exchange of data and generation of reports; ensure data quality and integrity in the data warehouse by designing appropriate reports; oversee the building of the self-service reporting portal; and design and ensure the implementation of data security rules and models.

Application Support Assistant (GS (OL))

556. The services of a General Service staff member are required to maximize the system's availability and to provide support for dependency data, electronic fact

sheets and the Lighthouse HRconnection to all users in peacekeeping field missions, including national personnel. The functions of the incumbent of the position are to provide the timely execution of maintenance and the deployment of new codes on human resources applications affecting peacekeeping operations in the field.

Information Technology Technical Support

Application Support Assistant (GS (OL))

557. The services of one support staff are required as an Application Support Assistant to provide IT support for the ePAS application used by personnel in the Secretariat and peacekeeping missions. The incumbent of the position would analyse, resolve and provide guidance to users concerning the ePAS functionalities; analyse and identify technical solutions within the ePAS functionalities; serve as team focal point for the ePAS help desk; and analyse, resolve and provide guidance and direction to all users concerning ePAS application problems in human resources management. There is a critical need for these services in order to provide support to the Lotus Notes-based ePAS application and to respond to user requests in a timely manner.

IMIS Help Desk Assistant (GS (OL))

558. Owing to the turnover of support staff in the field, there has been a significant increase in the number of IMIS issues caused by human error that require extensive corrections in the IMIS system and that cause substantial delays in the processing of staff members' records and payroll. The main responsibilities and functions of the Help Desk Assistant would include identification and analysis of technical problems within IMIS human resource functionalities; provision of guidance and solutions to all users with regard to IMIS in the field of human resources management; coordination of data processing when actions involve users of more than one department; liaison with local IMIS coordinators in the field on the analysis of data for processing transfers of staff post data; liaison with IMIS technical staff on various aspects of system maintenance, including the review of functional and/or technical requirements documentation; support for the utilization of the tracking system of the Human Resources Information Systems Section to record user requests and assist in building a knowledge-based library of the most common issues that may lead to the design of user training sessions; and the provision of assistance in organizing and delivering training in all areas of IMIS human resources management applications for staff in all categories, both at Headquarters and in the field, including the development and revision of training programmes.

	Cost estimates	*Variance*	
Consultants	$612.0	$259.5	73.6%

559. The consultancy requirements for 2009/10 are as follows.

(United States dollars)

Expertise	*Person/ month*	*Amount*	*Output reference*
Salary survey — system design/requirements analysis (Human Resources Information Systems Section (HRISS))	9	82 500	Conduct of comprehensive salary surveys in 5 peacekeeping missions (UNAMID, MINURSO, UNOCI, UNDOF and UNFICYP) and issuance of 20 salary scales for national staff in peacekeeping missions
			Conduct of an interim salary survey for other peacekeeping missions and issuance of 40 salary scales for national staff in peacekeeping missions
		90 000	Update and adjustment of policies and entitlements for all civilian personnel in all peacekeeping missions
Electronic human resources policy — data analysis and testing/business analyst (HRISS)	9		Preparation and issuance of a single new set of staff rules applicable to the global workforce of the United Nations Secretariat, including civilian staff in field operations, which will replace the existing three sets of staff rules (100, 200 and 300 series)
			Develop and implement phase 1 of a new case management system
Talent management: disaster recovery (HRISS)	4	38 000	Implementation and roll-out of phase 1 of new talent management system for processing of recruitment for vacancies at Headquarters, including recruitment by DPKO and DFS of employees, military officers and civilian police
EarthMed application — developer (HRISS)	8	72 000	Incorporation of medical examination information for mission staff into EarthMed software (United Nations electronic patient record software)
Development of human resources applications (HRISS)	24	199 500	Implementation of phase 1 of a new reporting and data warehouse system to provide human resources practitioners and programme managers throughout the Secretariat, including DPKO, DFS and peacekeeping missions, with self-service tools to access the data repository and to obtain, analyse and report on human resources information in a more timely and comprehensive manner
Electronic Human Resources Handbook — business analyst/system configuration and testing (HRISS)	9	100 000	Develop and implement phase 1 of a new electronic Human Resources Handbook
Mission readiness (Medical Services Division)	4	30 000	Training of focal points in the mission support and mission readiness system in 5 missions (UNMIT, UNIFIL, UNAMID, UNMIS, MINUSTAH)
			Provision of online resources within the mission readiness website for managers and staff members
Total		**612 000**	

560. The provision of $82,500 will cover the requirements of OHRM to conduct the United Nations comprehensive salary survey and determine the corresponding salary scale for national staff in each country. To achieve this, the United Nations carries out surveys of salaries paid by from 15 to 20 employers in each of approximately 190 countries. To determine the salary scale for national staff, OHRM would initiate a formal project first to review requirements and then to migrate data from the Excel spreadsheet systems used by both UNDP and OHRM to identify a more robust, reliable, and automated solution.

561. Until 2005, UNDP was responsible for completing all surveys (comprehensive and interim) for 160 countries, while OHRM conducted surveys in 30 countries. In order to capture and consolidate all data from the surveys and generate the United Nations salary scale, UNDP was using an application developed in Excel (B6 spreadsheet), while OHRM used a different Excel spreadsheet (both manual systems). Currently, the comprehensive surveys are conducted as follows: each country must complete a comprehensive survey every four years and one interim (update) survey every year. Each country interviews the selected comparable employers, gathering information about salaries, entitlements, benefits and other information for positions similar to United Nations posts. Each country sends this information to OHRM, which then selects some of the employers (for example, 15 of 22 interviewed) and generates the United Nations salary scale and all related reports.

562. The provision of $90,000 is required to address an urgent business need for OHRM to streamline and automate the current processes for policy development, which would lead to a substantial increase in the transparency and efficiency in the ongoing provision of interpretative guidance to meet the needs of management, human resources officers, executive officers and staff at large, both at Headquarters locations and in the peacekeeping field missions, in accordance with the recommendation of OIOS (see A/63/221, para. 55).

563. The amount of $38,000 is required to ensure disaster recovery for the talent management application and business continuity of the recruitment process. In this connection, it is necessary to develop standard operational procedures and to conduct several mock-up loadings of data into the disaster recovery site. All rerouting scripts and redirection to the new site should be prepared and tested in advance.

564. The amount of $72,000 is required owing to the increasing requirements to access information and services to support field missions. The requested provisions would be used to develop a solution to the integration of the systems used by the Medical Services Division with the talent management application, which would enable the Medical Services Division to provide faster and more efficient services.

565. The provision of $199,500 is required for the further development of the human resources data warehouse and Lighthouse HRconnection to cover all human resources reports, including those from peacekeeping mission reports, to further develop My HR Online to include dependency data, electronic fact sheets, staffing and employee search to facilitate access to those systems for staff members and programme managers in the field as well as to improve the online training programme on prevention of harassment.

566. The amount of $100,000 would provide for the review of the electronic Human Resources Handbook from the perspective of the end-user. The current system is very difficult to navigate, the user interface is neither intuitive nor friendly, and the performance is very slow. Moreover, at the administrative staff desktop, the system is not compatible with the newer version of the Microsoft operating system, which restricts the capability to operate other software as the Secretariat continues to upgrade the operating system. In addition, there is no interface with the DFS-DPKO Human Resources Handbook.

567. The amount of $30,000 would cover the engagement of a consultant for the Medical Services Division to assess the peacekeeping mission readiness training programme, including surveys of participants and evaluations, and to implement updates to the training programme. In addition, the consultant would serve as a facilitator of the mission readiness programme, in conjunction with the programme evaluation, as an external expert.

	Cost estimates	*Variance*	
Official travel	$711.5	$211.5	42.3%

568. The official travel requirements for 2009/10 are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission assessment (Medical Services Division)	49 100	On-site assessments of 3 mission medical facilities (UNMIT, UNMIL, UNOMIG) Evaluation of a regional medical evacuation centre linked to peacekeeping missions
Medical regional conference (Medical Services Division)	16 000	Participation in 1 regional meeting of chief medical officers
Training travel (Medical Services Division)	97 500	Training of focal points in the mission support system in 6 missions (UNDOF, UNIFIL, UNAMID, UNMIS, MINUSTAH, MINURCAT) Training of focal points in the mission readiness programme in 6 missions (UNDOF, UNIFIL, UNAMID, UNMIS, MINUSTAH, MINURCAT)
Mission assessment (Human Resources Policy Service)	20 000	Review of over 250 human resources-related circulars (administrative issuances, information circulars and guidelines) in the light of the new staff rules to streamline, consolidate and simplify them
Consultations for the preparation of the single new set of staff rules (Human Resources Policy Service)	36 300	Preparation and issuance of the new single set of staff rules applicable to the global workforce of the United Nations Secretariat, including civilian staff in field operations, which will replace the existing three sets of staff rules (100, 200 and 300 series) Review of over 250 human resources-related circulars (administrative issuances, information circulars and guidelines) in the light of the new staff rules to streamline, consolidate and simplify them

Type of travel	*Amount*	*Output reference*
Mission subsistence allowance review (Human Resources Policy Service)	82 600	Review of mission subsistence allowance rates in 6 peacekeeping missions (UNMIL, UNAMID, UNOCI, MINURCAT, UNDOF, MINUSTAH)
Comprehensive salary survey (Human Resources Policy Service)	64 800	Conduct of comprehensive salary surveys in 5 peacekeeping missions (UNAMID, MINURSO, UNOCI, UNDOF, UNFICYP) and issuance of 20 salary scales for local staff in peacekeeping missions
Training travel (Human Resources Policy Service)	35 200	Effective written and oral legal advice to DFS and mission-based personnel prior to their taking administrative decisions on disputed issues Provision of effective legal advice to the Conduct and Discipline Unit at Headquarters and in missions and other DFS and mission-based personnel about the handling of allegations of misconduct, including the conduct of investigations
On-site monitoring of missions (Strategic Policy and Staffing Division)	140 000	Provision of guidance to DFS and peacekeeping missions on delegated human resources management authority through the Field Personnel Division, including on-site visits to 3 missions, and implementation and refinement of IT support tools for monitoring
Setting up a start-up off-site operation to support talent management/knowledge transfer (HRISS)	170 000	One focal point trained to provide training in use of the talent management system in all peacekeeping missions Implementation and roll-out of phase 1 of the new talent management system to process recruitment for vacancies at Headquarters, including recruitment by DPKO and DFS of employees, military officers and civilian police
Total	**711 500**	

569. The amount of $162,600 is requested for the Medical Services Division for the Medical Director and/or a designated Medical Officer to participate in a regional meeting of chief and force medical officers of peacekeeping missions. The funding would also provide for the Medical Director or a designated Medical Officer to visit UNOMIG, UNOCI and UNMIT to assess current United Nations and local medical facilities and update health policies for mission assignment; submit recommendations regarding the use of host country medical facilities; update United Nations civilian medical facilities; and evaluate the adequacy of the medical facilities for the regional evacuation centre. Moreover, the funds would provide for the training of focal points in the mission support system and mission readiness programme in six missions (UNDOF, UNIFIL, UNAMID, UNMIS, MINUSTAH, MINURCAT).

570. Provisions in the amount of $238,900 would cover requirements of the Human Resources and Policy Service to conduct on-site reviews of mission subsistence allowance rates in nine peacekeeping missions. The provisions would also provide funding to conduct comprehensive salary surveys in five peacekeeping missions and training-related travel. Furthermore, the provisions would cover the travel of the Assistant Secretary-General for Human Resources to discuss human resources

issues in two missions (MONUC and UNAMID) on delegation of authority, administrative cases and human resources policy issues.

571. The amount of $140,000 is requested for mission monitoring visits to UNAMID, UNTSO, UNDOF and UNIFIL.

572. The amount of $170,000 would cover travel to coordinate and conduct all training activities related to the roll-out of the talent management system in field missions.

	Cost estimates	*Variance*	
Information technology	$1 013.3	$393.3	63.4%

573. Provision in the amount of $1,013,300 is required for contractual support and maintenance of PeopleSoft 9.0, as well as for the hosting of the talent management application and disaster recovery.

	Cost estimates	*Variance*	
Medical	$200.0	$85.0	73.9%

574. Provision in the amount of $200,000 would cover medical supplies, such as medical travel kits, which are essential for Headquarters staff travelling to peacekeeping missions. The increased requirements are attributable to the acquisition of the new malaria prophylaxis medicine recommended by the World Health Organization for use by staff travelling on short (up to three months) field missions. The recommended medicine is more effective and has fewer side effects than other anti-malarial medications.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$258.0	$227.0	732.3%

575. The provision of $258,000 is required for supplies and equipment related to the talent management system ($198,000) as well as for training supplies for the Human Resources Information Systems Section ($50,000) and medical supplies ($10,000).

4. Office of Central Support Services

(a) Results-based-budgeting framework

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	**Archives and Records Management Section** 1.1 Archival material for all liquidating missions is available at Headquarters to Member States, United Nations system organizations and the general public

Outputs

Archives and Records Management Section

- Identification of archival records at UNAMID, MONUC, UNIPSIL for immediate or future transfer to Headquarters

- 100,000 pages of peacekeeping archives posted on the United Nations Internet site for public consultation
- 1,000 reference responses to the Organization and Member States regarding peacekeeping archives

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	**Archives and Records Management Section** 3.1 50 per cent of peacekeeping missions employ standard policies, tools and technical standards for records management **Facilities Management Service** 3.2 Positive feedback in surveys of DPKO, DFS and field missions regarding the provision of mail operation services (2007/08: 89 per cent; 2008/09: 87 per cent; 2009/10: 87 per cent) **Procurement Division** 3.3 10 per cent increase in the number of vendors from developing countries and countries with economies in transition; 90 per cent of applications for registration completed within 3 months **Travel and Transportation Service** 3.4 Positive feedback in surveys of users of travel and transportation services (2007/08: 80 per cent; 2008/09: 80 per cent; 2009/10: 85 per cent)

Outputs

Archives and Records Management Section

- Implementation of records management programmes in compliance with United Nations recordkeeping requirements at UNAMID, MONUC and UNIPSIL
- Elimination of the backlog of peacekeeping operations records in commercial storage, resulting in cost avoidance, safeguarding and making accessible valuable archives

Facilities Management Service

- Screening and handling of incoming/outgoing mail, pouch and inter-office mail for DPKO and DFS
- Inspection of incoming valises and increased screening of packages sent to overseas offices

Procurement Division

- Issuance of 300 contracts, including amendments, 2,000 purchase orders and 50 system contracts, which are expected to expire in the 2009/10 period (including amendments to contracts) for peacekeeping operations
- 900 fully registered vendors
- 10,000 vendors in the ProcurePlus system and United Nations Global Marketplace reviewed and updated

- Implementation of an ERP business integration plan with best procurement practice for better internal control
- Implementation of methodology and balance scorecard to improve client satisfaction
- Resolution of pending liquidated damage claims
- Establishment of new food and fuel contracts
- 36 business seminars in developing countries and countries with economies in transition
- 20 site visits, bidder conferences and contract negotiations prior to contract award
- 9 reviews of procurement operations in peacekeeping missions (MONUC, MINUSTAH, UNMIS, UNAMID, UNIFIL, UNDOF, UNFICYP, MINURCAT, UNOCI)
- 5 transportation conferences and exhibitions organized by the industry's leading organizations and associations
- 4 visits to United Nations agencies to coordinate the implementation of best procurement practices
- 1,000 staff at Headquarters and peacekeeping missions trained in procurement fundamentals, LCC responsibilities, ethics and other advanced procurement modules
- Review and resolution of disputes arising from bid protests

Travel and Transportation Service

- Negotiation or renegotiation of 33 airline agreements to benefit DPKO and DFS travellers by reducing travel costs (11 ongoing, 20 renegotiated and 2 newly negotiated during the period (most agreements are of a 1-year duration)
- 8,000 travel authorization inspections
- Entitlement calculation of 1,200 lump-sum home leave travel requests for staff of DPKO at Headquarters
- Issuance of 6,000 United Nations travel documents and visas
- Arrangement of 7,500 shipments (personal effects shipments, including insurance claims)
- Receipt and delivery of 17,000 materials, goods and parcels to DPKO and DFS offices at Headquarters
- Delivery of office supplies related to 500 requisitions for DPKO and DFS

External factors

The ECM system will be deployed for the implementation of compliant records management programmes (Archives and Records Management Section)

Contracted couriers will process shipments on a timely basis (Facilities Management Service)

Vendors will participate in seminars, applications for registrations will provide all necessary information within three months, vendors will meet the criteria for registration (Procurement Division)

Developments in the airline and shipping industries will continue to enable negotiations of favourable contracts (Travel and Transportation Service)

(b) Human resources requirements

Category	*2008/09*	*2009/10*	*Change*
Professional and above			
Under-Secretary-General	—	—	—
Assistant Secretary-General	—	—	—
D-2	—	—	—
D-1	1	1	—
P-5	4	5	1
P-4	18	19	1
P-3	19	26	7
P-2/P-1	6	6	—
Subtotal	**48**	**57**	**9**
General Service			
Principal level	2	2	—
Other level	27	28	1
Subtotal	**29**	**30**	**1**
Total	**77**	**87**	**10**

(c) Financial resource requirements

(Thousands of United States dollars)

	Expenditures (2007/08)	*Apportionment (2008/09)*	*Cost estimates (2009/10)*	*Variance*	
Category	*(1)*	*(2)*	*(3)*	*Amount (4)=(3)-(2)*	*Percentage (5)=(4)÷(2)*
I. Post resources	9 639.3	10 701.7	12 506.4	1 804.7	16.9
II. Non-post resources					
General temporary assistance	1 440.9	1 127.9	946.2	(181.7)	(16.1)
Consultants	435.0	300.0	466.5	166.5	55.5
Official travel	673.9	854.0	1 115.3	261.3	30.6
Information technology	1 185.9	1 526.2	225.2	(1 301.0)	(85.2)
Other supplies, services and equipment	591.3	1 253.8	1 218.3	(35.5)	(2.8)
Subtotal II	**4 327.0**	**5 061.9**	**3 971.5**	**(1 090.4)**	**(21.5)**
Total I and II	**13 966.3**	**15 763.6**	**16 477.9**	**714.3**	**4.5**

(d) Justification of posts

Office of the Assistant Secretary-General

Administrative Officer (P-3)

576. The requirement to support procurement functions in the Organization has increased during the past three years as a direct result of the growth in peacekeeping operations. The surge in requirements has necessitated additional efforts to ensure that proper internal control mechanisms exist in the procurement cycle, from solicitation of bids to the award of the contract. One of the control mechanisms is the delegation of procurement authority granted by DM to DFS, which provides for a review by HCC of procurement actions with a value exceeding $500,000. The Committee subsequently makes recommendations to the Assistant Secretary-General for Central Support Services for the approval of proposed awards. During 2007, HCC held 117 meetings to review an average of six cases per meeting. As of 20 December 2008, HCC had held 108 meetings with a similar average number of cases per meeting. It is estimated that about 80 per cent of all cases relate to peacekeeping operations.

577. Another internal control mechanism used by DM is the due diligence exercised during the review of vendors' requests for registration in the United Nations Vendor Database. A Vendor Review Management Team has been established in the Procurement Division to review cases and make recommendations to the Assistant Secretary-General for Central Support Services. Other internal control measures include the monitoring of the use of the delegation of authority in field missions.

578. The Office of the Assistant Secretary-General for Central Support Services requires the services of an Administrative Officer at the P-3 level to provide assistance in the initial review of procurement matters relating to peacekeeping missions. The Administrative Officer would work with a Staff Assistant (GS (OL)) to build and maintain a database and ensure that follow-up actions are taken when necessary on the recommendations made by HCC and decisions made by the Assistant Secretary-General. The Administrative Officer would also conduct the initial review of requests for designation of staff by liaising with other offices in DM in the review and monitoring of the use of delegations of authority and would use feedback obtained through procurement operations visits to the field and through recommendations made by oversight bodies.

Procurement Division

579. The Procurement Division experienced a significant increase in the number of solicitations and award recommendations during 2006 and 2007. The establishment of peacekeeping missions in Chad and the Central African Republic and in Darfur, as well as the planning efforts for a possible mission in Somalia, have resulted in an increased workload for the Division. The number of systems contracts increased from 107 in 2006 to 199 in 2007, or by 86 per cent. The corresponding value increased from $646 million to $3,512 million, or an increase of 443 per cent. While the number of systems contracts has increased in the current period as well, it is anticipated that the need for the renewal of some of the expiring systems contracts and additional solicitations will require additional resources. The current level of staffing resources approved for the Division is not sufficient to cope with the present need to support peacekeeping missions.

Communications and Information Technology Equipment and Services Procurement Section

Chief of Section (P-5)

580. The establishment of OICT and centralized information systems by the General Assembly indicates the importance the Organization has placed on communications and information technology. Currently, the staff of the Section comprises 1 P-4, 6 P-3 and 4 General Service (Other level) members, and it is proposed to establish a post of Chief of Section at the P-5 level. As peacekeeping operations have expanded, so has their increasing reliance on various types of enterprise-wide communications and information technology as evidenced by their heavy dependence on Lotus Notes and videoconferencing for communications between the field and Headquarters. Accordingly, the acquisition of CIT equipment and services has become a strategic requirement for the successful support of the Organization's far-flung peacekeeping and peacebuilding activities. The incumbent of the proposed P-5 post would assume the responsibilities of the Chief of the Communications and Information Technology Equipment and Services Procurement Section to plan, develop and manage the procurement activities for the acquisition of the communications and information technology goods and services for all peacekeeping and peacebuilding missions. In addition, he or she would assume a wide variety of other responsibilities, such as serving as principal adviser to senior management, developing and disseminating best practices in communications and information technology procurement, leading and directing procurement work teams, developing proposals on revisions to procurement policies and procedures, recommending strategy for the effective implementation of procurement policies and reforms, and preparation of position papers and reports for presentation to legislative and oversight bodies relating to communications and information technology procurement for field operations.

Peacekeeping Procurement Section

Procurement Officer (P-4, resubmission)

581. It is proposed to establish a Procurement Officer post (P-4) to further strengthen the capacity of the Peacekeeping Procurement Section in managing the procurement of complex logistical support service requirements, which range from engineering and construction services to the management of medical services, in order to meet the operational needs of peacekeeping missions operating in logistically challenging environments. The procurement for such complex requirements necessitates the thorough cost analysis of unit prices of a very large number of products and services contained in the proposals received from vendors by reviewing each item line by line in order to safeguard the financial interest of the Organization. In addition, the Procurement Officer must lead site visits and attend multiple meetings for contract negotiations to ensure that contracts are formulated and executed with proper terms and conditions which cover all risks and liabilities associated with complex logistical support requirements. Accordingly, the incumbent of the proposed new post of Procurement Officer would be dedicated to the acquisition of logistical support services and would report directly to the Chief of Section.

582. The Chief of Section (P-5) would be responsible for the management of the procurement of complex logistical support service requirements, including

engineering and construction services, serve as principal adviser to senior officials, develop and disseminate best practices, lead and direct procurement work teams, prepare position papers and reports for presentation to legislative bodies, develop proposals for revisions to procurement policies and procedures and recommend strategy for the effective implementation of procurement policies and reforms. Owing to a lack of staffing capacity in the Section and the heavy workload, the Chief of Section would also be involved in the performance of line duties at the P-4 level, such as undertaking cost analysis of unit prices of a very large number of products and services in the proposals received from vendors and attending site visits. The establishment of the proposed Procurement Officer post would also allow the Chief of Section to focus on his or her direct responsibilities.

Field Supply Team

583. Currently, the Field Supply Team comprises one Procurement Officer (P-4), who acts as Team Leader and is responsible for the planning and management of procurement programmes for food rations, fuel, security services, medical and pharmaceutical items, and general supply items worth over $2.5 billion. The Team Leader is supported by four Procurement Officers (P-3). In order to support the procurement of a number of large, complex contracts for food rations, which involves a significant amount of time to complete from the time of the initiation of the procurement exercise to final execution through negotiation with successful vendors, two Procurement Officers are tasked exclusively with procuring food rations, which leaves the remaining procurement activities to be performed by the two other Procurement Officers.

Procurement Officers (2 P-3)

584. The total value of current fuel contracts is over $1.3 billion. The procurement of fuel requires thorough analysis of contractual risks and complex negotiation of contractual terms and conditions in order to execute proper contractual arrangements for the fuel supply chain and to safeguard the financial and operational interests of the Organization in the logistically challenging environment in which peacekeeping missions operate. Owing to the financial magnitude of fuel procurement and the complexity of the supply chain, it is essential to develop an adequate capacity to manage fuel procurement at Headquarters. Accordingly, it is proposed to establish two additional Procurement Officer posts (P-3), the incumbents of which would be dedicated to the procurement of fuel for peacekeeping operations.

Procurement Officer (P-3)

585. In order to support the procurement of medical and a wide range of other supplies and services, such as furniture, containers, clothing, stationery, dormitory equipment, security and photocopier services, it is proposed to establish an additional Procurement Officer post (P-3). In particular, the field of pharmaceuticals, blood products and medical equipment needs dedicated and rapid attention. The liabilities embedded within those commodities are of high risk, in terms of both life and monetary value. The same situation applies to security requirements. The incumbent of the post would also be responsible for the review of local procurement proposals and requests for local procurement authority, in the area of locally available fresh food, medical and other supplies would in addition to

the requirements processed at Headquarters, and would be tasked with assisting field procurement staff in resolving contractual issues and managing local procurement activities more efficiently. The establishment of the post would also enable the Procurement Division to conduct visits to peacekeeping missions on a more regular basis to provide field procurement staff with technical assistance on a regular and consistent basis.

Policy and Compliance Monitoring Section

Training Coordinator (P-3)

586. A critical component of the reform agenda proposed by the Secretary-General in his report on investing in the United Nations: for a stronger Organization worldwide (A/60/846/Add.5 and Corr.1) was the strengthening of internal controls according to five key areas, which included ethics and integrity, and management and staff. To date, the Procurement Division has made considerable progress in this regard through the introduction of an internal ethics and integrity training programme, in collaboration with the Ethics Office and OHRM, in order to foster and maintain a more ethical culture among the approximately 1,200 staff members drawn from the requisitioning/procurement community at Headquarters and the peacekeeping missions. Simultaneously, the Procurement Division piloted training in the fundamentals of procurement for approximately 1,200 peacekeeping staff. The Policy and Compliance Monitoring Section is staffed by its Chief (P-5), one Compliance Officer (P-4), one Contract Officer (P-4) and one General Service (Principal level) staff member. In order to maintain and further develop the robust culture of ethics and integrity as well as to nurture the commitment of staff to pursue continuous education leading to recognized international certification and to keep abreast of best industry practices, it is proposed to establish a Training Coordinator post at the P-3 level, the incumbent of which would lead the procurement training initiatives for peacekeeping staff.

Logistics and Transportation Section

Long-term Air Charter Team

Procurement Officer (P-3)

587. The procurement of air transportation services has increased significantly during the past few years: the volume of those services was $276 million in 2004; $331 million in 2005; $433 million in 2006; $478 million in 2007; and $726 million in 2008, which represents a 52 per cent increase over 2007. With the expansion of peacekeeping activities, it is expected that transportation support services will continue with an upward trend in 2009 and onwards. Concomitant with the increase in value of procurement for air transportation services, the volume of transactions has increased during the 2008/09 period. For example, the number of purchase orders processed to satisfy the administrative transactions for obligation and recording of the funds in the Organization's financial system to support aircraft charter contracts increased from 372 in 2004 to 427 in 2008. The increase in requirements for air transportation services has also added to the complexity of the procurement process. High demands for aircraft with specific air transportation capacity required by peacekeeping missions for operational reasons have created shortages of certain types of aircraft, which necessitates the split of contract awards

among air carriers and result in multiple contractual arrangements from a single tender exercise.

588. The Organization has also been making efforts to minimize the positioning and de-positioning costs of aircraft by increasing its due diligence review of requirements and regularly looking into the possibility of combining transportation services for one routing with another. Those efforts require more staff time to process the procurement of highly time-sensitive transportation requirements. In addition, taking into account that aviation contracts are very high in dollar value and that the recent trend in the market is towards significant price increases, procurement staff engage in extensive due diligence activities to evaluate the adequacy of prices offered by vendors on a regular basis. The Section has also embarked on a vendor outreach project in order to expand the existing vendor database (placing of expressions of interest in relevant publications, presentations on United Nations air charter activities at relevant trade shows and conferences, and cooperation with other international organizations in order to adopt best practices). Accordingly, in connection with the significant growth of long-term air charter requirements and the expansion of the scope of related activities, it is proposed to establish an additional Procurement Officer post (P-3) to strengthen the Long-term Air Charter Team.

Airfield Management Services

Procurement Officer (P-3)

589. In addition to the increase in procurement of air transportation services, peacekeeping operations have been increasingly involved in the management of airfields and related services. Owing to the technical complexity and the wide range of services associated with airfield operations, which require careful and thorough analysis of risk and liability issues, the workload for airfield services procurement requires the full-time attention of a Procurement Officer (P-3). With the ongoing procurement activities associated with the MONUC airfield operations as well as requirements for the review of airfield service procurement initiated by other missions, and in anticipation of an increase in activities for new missions, it is expected that the procurement activities for airfield management will become more and more intense and demanding. Accordingly, it is proposed to establish an additional Procurement Officer post to support the procurement of airfield management services.

Administrative Assistant (GS (PL))

590. It is proposed to establish an Administrative Assistant post (GS (PL)) to assist the Chief of Section and the leaders of the Long-term Air Charter Team, Movement Team and Vehicle Team in the performance of all administrative functions; coordination of long-term air charter activities; and supervision and coordination of the work of all procurement support staff in the Section. The incumbent of the requested post would also be responsible for tracking the not-to-exceed amounts of all contracts issued and internal obligations of funds against those contracts. This coordinating role is deemed necessary owing to the very high financial value of air charter contracts in each case. In addition, the incumbent would be responsible for the maintenance of the air charter statistical database on contracts, which includes aircraft types, prices and rates that are being used for recordkeeping and, most

specifically, for benchmarking and trend analysis purposes, and coordination of vendor outreach project activities in close coordination with team leaders and the Section Chief and in consultation with DFS.

Policy and Best Practices Unit

Associate Best Practices Officer (P-2)

591. The Procurement Division continues to carry out the reform measures outlined by the General Assembly in its resolution 61/246 on procurement reform, which is an ongoing process that ensures that the Organization continues to develop and apply state-of-the-art best practices and policies. In the light of the reform initiatives, in 2008 the Procurement Division established a Policy and Best Practices Unit, which represents the centralized function for initiating, facilitating and implementing procurement reform, including the provision of assistance to the senior management of the Division in the development and implementation of procurement strategy, policies and procedures; development and implementation programmes for procurement reform initiatives and monitoring progress made; review of the procurement practices of international organizations, Governments and industries; and recommendation of best practices for adoption and implementation by United Nations procurement operations.

592. The Unit is headed by a Policy and Best Practices Officer (P-5), supported by a Best Practices Officer (P-4). To support the further implementation of procurement reform, it is proposed to establish a post of Associate Best Practices Officer (P-2). The incumbent of the post would act as the focal point for the coordination and tracking of projects carried out by the Unit; ensure follow-up on deadlines and related communications; and edit, track changes and check the consistency of the United Nations Procurement Manual. The incumbent of the post would also support the senior officers of the Unit by conducting extensive research and preparing draft recommendations on the policy and best practices applied by international organizations and corporations and Member States. Furthermore, he or she would draft informational communications on implemented policies and best practices to be distributed to peacekeeping missions.

Procurement Management Section

Administrative Assistant (GS (OL))

593. The General Administration Team currently comprises six support staff, who perform non-procurement, but important, administrative support tasks for the Division's 68 staff under the support account in addition to 50 staff funded from other sources. The functions of the Team include, but are not limited to: document scanning and distribution; processing of requisitions; opening of bids; performance bond administration; record filing; and record and contract database management. Beginning in 2006, new procedures to enhance internal controls over bid openings were implemented. Accordingly, two General Service staff were assigned as bid opening officials to perform those functions by following established rules and procedures. The value of bid proposals handled by the two General Service staff resulted in the signing of contracts valued at over $1 billion in 2007, with the significantly increased workload relating to peacekeeping procurement (2,123 invitees for requests for proposal or invitations to bid in 2006, 1,850 in 2007 and 1,939 in 2008). The established internal control procedure requires that each bid

proposal must be registered before the bid is opened and that all copies of the proposals must be perforated by a special security machine after the bid is opened and before it is released to the Procurement Officer on the same day. The internal control procedures have substantially increased the workload of the two designated bid opening officials who, most of the time, can finish the backlog of other tasks only by working overtime.

594. As indicated above, owing to the implementation of additional internal controls and the high monetary value and number of bid proposals, the substantive responsibilities and workload of the bid opening officials have increased significantly. In the performance of their functions, the incumbents of the two General Service posts have to exercise judgement and take critical decisions during the bid opening process if procedures or rules are to be followed. In order to support the bid opening function, and taking into account the significantly increased workload, it is proposed to establish an additional General Service (Other level) post, the incumbent of which would perform the functions of a bid opening official and supervise the two existing staff.

(e) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
Posts	$12,506.4	$1,804.7	16.9%

595. The provision of $12,506,400 would cover salaries, common staff costs and staff assessment for 75 continuing and 10 proposed posts. The variance is attributable to an increase in standard costs and the proposed establishment of additional posts for the 2009/10 period. The application of the delayed recruitment factors used for the continuing Professional and General Service category posts to the computation of requirements for the proposed new posts would result in total resource requirements under the above heading in the amount of $13,389,300.

	Cost estimates	*Variance*	
General temporary assistance	$946.2	($181.7)	(16.1%)

Procurement Division

Vendor Registration Team (5 GS (OL))

596. General temporary assistance in the amount of $457,700 is proposed for five General Service (Other level) positions for the Vendor Registration and Management Team for a total of 60 months (36 months for continuing posts and 24 months for newly requested positions). The incumbents of the General Service positions would screen, process and perform data entry into IMIS and ProcurePlus of information on approximately 18,000 vendors currently recorded in the Procurement Division and the United Nations Global Marketplace vendor databases. Following requests made by the General Assembly to identify and encourage vendors from developing countries and countries with economies in transition to register, the Procurement Division has commenced the implementation of a revised registration programme, which will expand in 2009, to retrieve and compile local vendor data held in the separate databases of peacekeeping missions.

597. In anticipation of the implementation of the ERP system, when vendor information will be transferred to the ERP system from the current vendor database, it is imperative to continue to cleanse and update vendor information in the database. Accordingly, the incumbents of the general temporary assistance positions would be required to verify the contact information of each vendor, including through telephone calls and Internet searches, and manually update the record of vendors in the database before the data can be migrated to the new ERP vendor database. Lack of resources for this manual and labour-intensive work would result in poor quality of the data transferred to the ERP system, which would reduce the benefits of the system and affect the efficiency in management of procurement activities.

Procurement Management Section

Systems Analyst (P-3)

598. Procurement has been identified as the fast-tracking business module to be implemented in the ERP system. The Procurement Division's current limited IT resources are fully occupied in day-to-day system maintenance and ERP-related activities. In order to carry out the procurement reform measures requested by the General Assembly in its resolutions 61/246 and 62/269, the Division will ensure that best procurement practices are integrated and implemented in the upcoming ERP system. This would require dedicated resources to map the best practices into the business procurement cycle and integrate them into the ERP systems as business workflow. The analysis would include IPSAS and their impact on procurement practice and processes. The current IT and Change Management Support Team's resources have been stretched thin to maintain day-to-day IT support and ERP preparation-related activities. It is no longer possible to allocate additional resources to focus on analysis and integration. Accordingly, it is imperative that the upcoming ERP system is able to enforce best procurement practices through the development of a seamless procurement process workflow. In this connection, it is requested to establish one general temporary assistance position for 12 months at the P-3 level to accommodate the requirement for a Systems Analyst.

Archives and Records Management Section

Associate Records Management Officer (P-2 for 12 months)

Records Management Assistant (GS (OL) for 12 months)

599. Inactive records from peacekeeping operations are being stored at a commercial records facility in New Jersey; however, there is currently no staffing capacity to process those materials. A significant backlog has accumulated, with 30,000 linear feet of records from 20 missions, with resulting annual storage costs estimated at around $75,000. The Archives and Records Management Section estimates that around 7 per cent of the material constitutes permanent archives and should be transferred to its facilities for cataloguing, preservation and being made available for research, but the records are badly organized and need inspection and processing. It is also assessed that 70 per cent of the remaining records could be destroyed and that 30 per cent need to be assigned a retention schedule, with the destruction date in the short to medium term.

600. A qualified records manager is necessary to lead a team in processing those materials and eliminating the backlog by applying approved retention policies. This approach has the dual benefit of cost avoidance and the wider benefit of Internet-based accessibility to digitized peacekeeping archives. It is accordingly proposed to establish one Associate Records Management Officer position (P-2) and one Records Management Assistant position (GS (OL)) under general temporary assistance positions to clear the backlog.

Facilities and Commercial Services Division

Facilities Management Service

601. The significant increase in staff in recent years has put a strain on the operations of the Facilities Management Service, in particular in the area of office space and asset management. Since 2006, 416 additional positions (posts and general temporary assistance) have been approved under the support account, a growth of almost 50 per cent. In addition, several planning teams have required accommodation at Headquarters. Although those needs are of temporary nature, there seems to be a recurrent need for such requirements. An indication of the impact on the workload of the Facilities Management Service is the corresponding increase of 48 per cent in the number of service requests made by DPKO/DFS, from 2,716 in 2006 to 4,012 in 2008. It should be noted that the system only captures standard requests and not office moves, for example, which are more complex.

602. With existing facilities at Headquarters occupied at full capacity, the Organization has had to seek additional commercial office space to accommodate this surge of personnel. For a number of reasons, including market pressures, security considerations and United Nations-specific lease conditions, the process has been challenging, resulting in delays in securing adequate space. This situation has been detrimental to the work of the new staff and their colleagues who have had to double up in existing facilities.

603. The Facilities Management Service is now under design to fit out 181,000 square feet of space, of which some 100,000 square feet are required to accommodate approximately 400 staff who are currently housed in temporarily leased, doubled up in offices or yet to be recruited. Construction is to commence in the coming months, necessitating additional project management capacity owing to the size of the project and the need to ensure its timely completion. Furniture acquisition, asset management, coordination of moves as well as database maintenance for floor plans, personnel information and telephone information will also require additional capacity throughout the coming year.

604. Although some of the requirements are time-bound and linked to the setting up of additional office space, it is anticipated that others will be of a recurrent nature given the continuous changes in personnel funded under the support account. DPKO and DFS typically experience a high turnover and constant internal movements of staff owing to reassignments and separations, making the tracking of personnel and assets a complex task. In addition, owing to the increase in workload necessitated by the growth in staff, the Facilities Management Service is experiencing backlogs in various areas, including in the updating of floor plans in its space management database (Aperture) and in reconciling personnel and space information, which are critical to the efficient management of office space.

605. In view of the combination of recurrent and non-recurrent requirements and the need for flexibility to support the different areas in facilities management that are affected by personnel changes, general temporary assistance provisions of $419,000 are requested for the period 2009/10, as follows.

Office Space Planning Officer (P-3)

606. The main responsibility of the incumbent of the position would be to manage the set-up of new office space from the point of design to occupancy, including contract management. He or she will also serve as the DFS and DPKO focal point for all related office space requirements, including planning, office space reconfiguration, personnel moves and acquisition and installation of furniture. The incumbent would also provide support in developing and maintaining space management reports, including occupancy rates and statistics on utilization of space.

Project Management Assistant (GS (OL))

607. The Project Management Assistant would provide support to the Office Space Planning Officer, including administrative support, review of design and construction documents, project logistic coordination and maintenance of the space management database. He or she would assist with the backlog in updating signage, room numbers and floor plans to ensure consistency in standards throughout the complex and facilitate the integration of space and personnel information data.

608. It is to be noted that while the capital master plan relocation plan and requirements for departmental consolidations will affect the ultimate location (existing, new or swing space) of staff funded under the support account, the distinct responsibilities between the capital master plan and facilities management are clear. The capital master plan is designing and constructing the swing space locations, and the Facilities Management Service is responsible for setting up all permanent new office space leased to accommodate the surge in peacekeeping operations in recent years. The proposed staffing resources are proposed to meet the requirements of the Facilities Management Service.

Public Information Assistant (GS (OL))

609. The incumbent of the Public Information Assistant position would provide support to the Information and Reception Unit, specifically with the updating of the global contact directory and preparation of the telephone directory for Headquarters. With the large volume of staff to be housed in new facilities during 2009/10, additional capacity will be critical for the timely updating of staff contact information. Recent efforts to establish an identification management system have revealed the need for data cleansing of the various databases holding contact information, including UNTEL (telephone directory database), which is maintained by the Information and Reception Unit. The Public Information Assistant would assist in the data cleansing effort, an essential task to facilitate moves to swing space and new permanent office space. Finally, the Information and Reception Unit is providing information assistance to Security Council and General Assembly plenary meetings. As many of the meetings are on peacekeeping-related issues, the incumbent of the position would also provide coverage of the meetings.

Inventory Management Assistant (GS (OL) for 6 months)

610. The incumbent of the Inventory Management Assistant position would assist the Property Management and Control Unit with the tracking and recording of all furnishings and assets directly resulting from the recruitment, move or separation of the incumbents of support account-funded posts. With the growth of personnel at Headquarters and frequent reassignment of DFS/DPKO staff, the requirements for asset and inventory management, a function centrally performed by the Facilities Management Service, have also increased. Additional capacity will be particularly important when staff are relocated to new premises.

611. In addition to general temporary assistance resources and with space planning and management becoming increasingly complex owing to the shortage of space and recent increase in staffing at Headquarters, the Facilities Management Service has identified the need for specific expertise to be met through consultancy services. Audit recommendations have called for the establishment of performance and management indicators in the area of space management to better plan and utilize limited resources in terms of office accommodations. A consultant is required to assist the Facilities Management Service in establishing better monitoring and reporting mechanisms in accordance with industry best practices. The requested funding of $50,000 (3 months at the P-3 level) will be combined with other resources allotted for the upgrading of current space management IT applications to address the problem in a comprehensive manner, both from the IT and substantive perspectives.

Property Management Officer (P-3 for 6 months)

612. In order to improve property management and, specifically, the disposal of assets, it is proposed to establish a general temporary assistance position of Property Management Officer (P-3) for 6 months. The incumbent of the position would review and advise on the simplification of property management procedures with the aim of revising delegation of authority to peacekeeping missions, streamlining property write-offs, and developing respective guidelines to implement proposals. He or she will look comprehensively at the issue of the delegation of authority for property management, authority, including capitalization thresholds, Headquarters or Local Property Survey Board jurisdiction and write-off procedures, which have been reportedly hampering peacekeeping operations and liquidations. The Property Management Officer would also be required to liaise with DFS, DM and OPPBA to take into account and incorporate IPSAS requirements and to harmonize regulations, guidelines and policies.

613. The variance in the amount of $181,700 is attributable to decreased requirements for general temporary assistance provisions owing to the transfer of ITSD to OICT.

	Cost estimates	*Variance*	
Consultants	$466.5	$166.5	55.5%

614. The requirements for consultants for 2009/10 in the total amount of $466,500 are set out below.

(United States dollars)

Organizational change and business process improvement expertise	*Person/ month*	*Amount*	*Output reference*
Air charter consulting services (Procurement Division)	1	25 000	Tendering documents with comprehensive sourcing plan, evaluation criteria and best industry practice
Sea charter/industry consulting services (Procurement Division)	1	45 000	Resolution of liquidated damages claims and development of ship charter contracts using best industry practice
Procurement performance indicators and methodology (Procurement Division)	4	100 000	Monthly scorecard on procurement performance indicators and survey methodology
Food consultant (Procurement Division)	1	30 000	Food contracts that afford maximum protection of the interests of the Organization
Fuel consultant (Procurement Division)		20 000	Fuel contracts that would afford maximum protection of the interests of the Organization
Archived cataloguer, digitization specialist (Archives and Records Management Section)	12	200 000	1,000 reference responses to the Organization and Member States regarding peacekeeping archives
Implementation of records management (Archives and Records Management Section)	2	36 000	1,000 reference responses to the Organization and Member States regarding peacekeeping archives
Training consultant (Archives and Records Management Section)	—	10 500	Delivery of a workshop on comprehensive records management (managing records, handling sensitive information, technology, transferring records to Headquarters, retention policy, file schemes) in UNLB to approximately 50 personnel from all current operations
Total		**466.5**	

615. The provision of $25,000 would allow the Logistics and Transportation Section of the Procurement Division to engage the services of a consultant who would review and validate air charter solicitation documents, source selection plans and evaluation criteria. In a complex air charter tender exercise, proper advice from an expert would help to build a strong and valid tender document and to protect the interests of the Organization.

616. The provision of $45,000 would allow the Logistics and Transportation Section to settle pending unliquidated damages claims. There is a total of over $2 million in unliquidated damages pending settlement for which the Division has neither the required expertise nor resources.

617. The amount of $100,000 is requested for the development of procurement performance indicators and methodology. In its report for the biennium ended 31 December 2007 (A/63/5 (Vol. I)), the Board of Auditors pointed out that according to the programme budget from which it is funded, the Procurement

Division was to provide effective, rational and high-quality purchasing services, that the expected results included an improvement in quality and an increase in satisfaction in terms of purchasing, and that the indicators of improvement should effectively reflect a rise in the satisfaction levels of clients and a reduction in purchasing lead time. The Procurement Division currently requests requisitioners to fill out satisfaction questionnaires, the results of which are used as indicators. The Board of Auditors believes that those indicators are of little value, and the Board was not convinced that the questionnaire was the best way to gather information on clients' perception of a service provided in an Organization in which many documents of this type have to be filled in. The Board recommended that a monthly scorecard on performance indicators dealing with requisitioners' perceptions and procurement procedure lead times be developed. The Board also recommended that an independent assessment of requisitioners' satisfaction with procurement be conducted at certain intervals and that the results be evaluated. In the report of the Secretary-General to the General Assembly on the implementation of the recommendations of the Board of Auditors contained in its reports on the United Nations for the biennium ended 31 December 2007 and on the capital master plan for the year ended 31 December 2007 (A/63/327), the Administration accepted the recommendation and noted that its implementation would involve the retention of a consultant to develop a monthly scorecard on performance indicators dealing with requisitioners' requirements and expectations and the lead times required for processing procurement requests in compliance with the regulatory framework of the Organization and the methodology for the performance of periodic independent assessments and evaluations of requisitioners' satisfaction with procurement. Since the Procurement Division does not have the expertise and resources to develop a system that meets those requirements, it is proposed to engage the services of a consultant for four months to develop an Intranet-based system for that purpose.

618. The provision of $30,000 is requested for the engagement of a food consultant. There is a constant need for the services of a consultant for contracts for food rations. Such contracts are complex in terms of logistics and the variety of food items that the Organization purchases, with more than 360 items in the United Nations rations scale. In 2009/10, there are 12 contracts involving negotiations of prices and discussions regarding quality of products with an overall value of more than $1 billion. The Field Supply Team of the Procurement Division requires the short-term services of a consultant specialized in this commodity to assist in providing advice on price negotiations based on sources of supplies, different indices applicable and patterns of consumption in the missions. It is expected that six of the contracts would require the benefit of the consultancy.

619. The amount of $20,000 is requested to recruit a consultant with a wide knowledge of fuel pricing practices and sourcing. The purpose of such a consultancy would be to allow the Procurement Division to evaluate pricing references set in proposals and any available alternatives, and the possibility to evaluate contractors' justifications for applying certain indices or Government decrees. The consultant should also be able to provide input during contract negotiations or whenever a demand arises.

620. Provisions in the amount of $200,000 would cover the outsourcing of the cataloguing and digitization of 3,000 linear feet of peacekeeping operations archives stored in New Jersey. Processing the backlog of records would reduce annual storage costs of $75,000. The condition in which many of the records were

transferred (no lists, in poor order) requires additional, dedicated resources to catalogue and scan them.

621. The provision of $36,000 would cover requirements for a consultant to assist in the screening of peacekeeping records transferred to the Archives and Records Management Section with security classifications that are either inaccurate or non-existent in order to make them available for internal and external research purposes.

622. The amount of $10,500 is requested for the engagement of a training consultant to enhance the knowledge and application of approved standards and policies for recordkeeping and archives management in order to address information security and digital signature issues. A workshop would be delivered by a professional facilitator working in focus groups with three staff members of the Archives and Records Management Section in coordination with the Information Management Unit of DPKO.

	Cost estimates	*Variance*	
Travel	$1 115.3	$261.3	30.6%

623. Requirements for official travel for 2009/10 are indicated below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Business seminars (Procurement Division)	500 000	Increase in vendor registrations from developing countries
Contract negotiation (Procurement Division)	168 000	20 site visits, bidder conferences and contract negotiations prior to contract award
Procurement operations review (Procurement Division)	162 000	Nine procurement management reviews in peacekeeping missions: MONUC; MINUSTAH; UNMIS; UNAMID; UNIFIL; UNDOF; UNFICYP; MINURCAT; UNOCI
Trade conferences (Procurement Division)	20 000	Purchase orders and contracts issued
Policy and best practice (Procurement Division)	33 600	Purchase orders and contracts issued
Technical support (Archives and Records Management Section)	37 800	Implementation of records management programmes in compliance with United Nations recordkeeping requirements at UNAMID, MONUC, UNIPSIL (UNIOSIL)
Training travel (Archives and Records Management Section)	18 900	Delivery of a comprehensive records management workshop (managing records, handling sensitive information, technology, transferring records to Headquarters, retention policy, file schemes) in UNLB to approximately 50 personnel from all current operations

Type of travel	*Amount*	*Output reference*
Training travel (Procurement Division)	175 000	Adherence to best practices and highest industry standards in procurement through the continuous direct and distance training of approximately 130 staff at Headquarters and 970 staff at external offices who are involved in the procurement cycle, in areas including contract drafting and negotiation; unit cost analysis; writing of specifications and bid evaluation; and the fundamentals of procurement
Total	**1 115 300**	

624. The provision of $500,000 is requested to cover travel by the staff of the Procurement Division to conduct 48 business seminars, including in the regions where peacekeeping missions operate, to review the capacity of vendors in the area and disseminate information on procurement opportunities in order to identify qualified vendors in the region. The requested provision is in compliance with the request of the General Assembly to increase procurement opportunities for vendors from developing countries and countries with economies in transition. It would also cover travel for consultations with host organizations and allow for the travel of procurement staff from peacekeeping missions to attend the seminars after they have been organized.

625. Travel funding in the amount of $168,000 is requested for the Procurement Division to continue engaging in contract negotiation with vendors for the provision of food rations, fuel and engineering goods and services which are complex in nature and would require site inspections, bidder conferences and negotiations with the vendors to ensure that the latter have the capacity to carry out the contracts. With the recent establishment of UNAMID and the expansion of MINURCAT, as well as support to AMISOM through the logistical support package and a possible United Nations peacekeeping operation in Somalia, the Procurement Division is expected during the budget period to negotiate contracts for fuel, food rations and extension of existing systems contracts valued at over $2 billion. As a result, it is anticipated that 20 site inspections, bidder conferences and contract negotiations will be conducted outside New York Headquarters.

626. The amount $162,000 is also requested for procurement operations review. In its resolution 55/247, the General Assembly requested the Secretary-General to ensure that there was capacity in the field missions to perform the procurement functions properly and to ensure that effective and efficient mechanisms existed at Headquarters for monitoring procurement in the field and to assess the workload and functions of all relevant units involved in the procurement process in order to guarantee that each was improving the skills of personnel involved in the procurement process. Accordingly, the Procurement Division introduced yearly management reviews of procurement activities in the field in order to identify and report on performance, weaknesses, areas of risk and ongoing challenges, and to recommend appropriate action for improvement of the procurement function. For the 2009/10 period, a total of nine reviews and follow-up visits are planned in order to resolve identified issues and to monitor compliance with recommended courses of action. Selection of the missions to be visited is based on an analysis by the Procurement Division of the volume of transactions (in numerical and monetary terms); the level of audit or other oversight; the index of corruption in the host

country; and the prevailing vacancy rate among the procurement staff and requisitioners of goods and services.

627. The provision of $20,000 is requested for attendance at trade conferences in order to raise awareness among industries about the needs and requirements of the United Nations, to acquire up-to-date knowledge and familiarity with trends and ensure that the specifications, terms and conditions prepared by the Logistics and Transportation Section are in line with industry practices. The Procurement Division would participate in five transportation conferences and exhibitions organized by leading industry organizations and associations.

628. The provision of $33,600 is requested for the Professional staff of the Policy and Best Practices Unit to research and identify best practices in the United Nations procurement community with a view to developing effective measures to improve efficiency in procurement in order to support the fast-paced procurement activities for peacekeeping operations. It is planned to visit four United Nations agencies and governmental institutions to meet with senior officials for discussions on policy issues and best practices that would benefit the Organization, in particular in support of peacekeeping operations.

629. The travel provision of $37,800 is requested for staff of the Archives and Records Management Section to visit three missions that need to upgrade their recordkeeping systems in view of increased requests for information from external judicial entities. Staff of the Section would conduct an assessment of needs and progress and conduct training on site, as well as provide feedback in reports to senior management of the missions.

630. The amount of $18,900 would provide for training-related travel for the Archives and Records Management Section.

631. The provision of $175,000 would cover requirements of the Procurement Division for training-related travel. As part of its continued effort to improve the quality and speed of delivery while mitigating risks through a comprehensive professional training and certification programme, the Division intends to build on the successes of the training in fundamentals in procurement, which was initiated in 2006 by the Division, in collaboration with the Inter-Agency Procurement Office. In 2009/10, the Division will continue to provide staff involved in the procurement process at Headquarters and peacekeeping missions with adequate procurement training. In view of the establishment of new missions, such as UNAMID and MINURCAT, and the high turnover of staff in the peacekeeping missions, Chief Procurement Officers and procurement staff (international and national) need to be trained on a regular basis to ensure high quality of services. Accordingly, staff of the Procurement Division will provide continuous delivery of the training course on fundamentals in procurement at peacekeeping missions.

632. Training will be delivered to procurement staff, requisitioners, contract administrators and contract managers so as to provide them with appropriate guidance on the basic principles and rules governing the procurement function of the Organization, the roles and responsibilities of staff involved in the procurement process and contract administration, the identification and management of ethical issues, and special areas of concern and challenges arising from the administration of contracts. In addition to the training course on fundamentals in procurement, the Division will develop and deliver advanced training modules in specialized fields,

such as contract negotiation, unit cost analysis, writing of specifications, risk management, bid evaluation and contracting in specialist areas, such as information technology and construction, in collaboration with internationally recognized external training institutions. The Procurement Division would also continue the development of electronic training materials to minimize standard classroom training and travel requirements for the delivery of training to peacekeeping missions. Using the base of knowledge acquired through the delivery of training on fundamentals in procurement, procurement practitioners are expected to proceed with advanced training modules, which are to be developed and delivered with the help of electronic training materials, in order to reinforce their knowledge and skills. They will be expected to pursue professional certification in procurement that is offered by the external training institutions selected by the Secretariat.

	Cost estimates	*Variance*	
Information technology	$225.2	($1 301.0)	(85.2%)

633. The provision of $225,200 would cover requirements for the Procurement Division to upgrade its Web development software to take advantage of the updated functionalities and features in the latest version, and to acquire additional licences to allow Division users to access the record management system to request files or documents. The provision under this heading would also cover IT equipment and infrastructure maintenance.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$1 218.3	($35.5)	(2.8%)

634. The provision of $1,218,300 under the above heading includes requirements for the Procurement Division in the amount of $1,210,800, and for the Archives and Records Management Section in the amount of $7,500.

635. The amount of $1,210,800 would cover the requirements of the Procurement Division for training supplies, continuous corporate background screening services and enhanced due diligence reports for prospective vendors entering into long-term and high volume contractual relationships with the United Nations, especially in peacekeeping missions; Dun and Bradstreet vendor credit reports; Nexis Lexis service to provide legal, criminal and commercial background checking on vendors; placement of advertisements and expressions of interest in magazines; purchase of reference guides pertaining to air and sea charter/freight forwarding services; and vendor registration through the United Nations Global Marketplace, a web-based vendor registration and database programme.

636. Provisions in the amount of $7,500 would cover the requirements of the Archives and Records Management Section for training supplies and the purchase of storage materials.

(f) Overall human resource requirements for the Department of Management

Category	*2008/09*	*2009/10*	*Change*
Professional and above			
Under-Secretary-General	—	—	—
Assistant Secretary-General	—	—	—
D-2	1	1	—
D-1	3	3	—
P-5	10	13	3
P-4	52	60	8
P-3	41	60	19
P-2/P-1	6	9	3
Subtotal	**113**	**146**	**33**
General Service			
Principal level	5	7	2
Other level	82	96	14
Subtotal	**87**	**103**	**16**
Total	**200**	**249**	**49**

(g) Overall financial resource requirements for the Department of Management

(Thousands of United States dollars)

				Variance	
Category	*Expenditures (2007/08) (1)*	*Apportionment (2008/09) (2)*	*Cost estimates (2009/10) (3)*	*Amount (4)=(3)–(2)*	*Percentage (5)=(4)÷(2)*
I. Post resources	23 845.3	27 907.4	35 310.3	7 402.9	26.5
II. Non-post resources					
General temporary assistance	4 715.0	5 141.1	6 386.4	1 245.3	24.2
Consultants	2 468.6	2 827.5	2 611.8	(215.7)	(7.6)
Official travel	1 447.8	2 048.2	2 688.5	640.3	31.3
Facilities and infrastructure	18 393.8	23 699.5	23 982.4	282.9	1.2
Communications	147.9	364.0	532.0	168.0	46.2
Information technology	2 291.9	3 025.3	3 143.1	117.8	3.9
Medical	311.0	115.0	200.0	85.0	73.9
Other supplies, services and equipment	6 762.3	11 348.7	11 190.2	(158.5)	(1.4)
Subtotal II	**36 538.3**	**48 569.3**	**50 734.4**	**2 165.1**	**4.5**
Total I and II	**60 383.6**	**76 476.7**	**86 044.7**	**9 568.0**	**12.5**

(h) Executive Office: centrally administered costs

	Cost estimates	Variance	
Facilities and infrastructure	$23 982.4	$282.9	1.2%

637. The amount of $23,982,400 is required for the rental of premises and alterations and improvements for facilities for the continuing posts and proposed new posts and general temporary assistance positions ($23,136,400), office supplies ($176,000) and furniture ($670,000) for DM.

	Cost estimates	Variance	
Communications	$532.0	$168.0	46.2%

638. The estimate of $532,000 under the above heading would provide for commercial communications, at the standard rate derived from past expenditure patterns, for the 200 continuing and 92 proposed new posts and general temporary assistance positions, as well as for the acquisition of standard communications equipment (telephone sets). The variance is attributable to additional requirements related to the proposed new posts and general temporary assistance positions.

	Cost estimates	Variance	
Information technology	$3 143.1	$117.8	3.9%

639. The estimate of $3,143,100 under the above heading would cover requirements for the 200 continuing and 92 proposed new posts and general temporary assistance positions, would provide for the maintenance and repair of IT equipment based on the standard service level agreements established by ITSD ($378,800) and the support account share ($1,213,100) of the central IT infrastructure costs (information storage and backup, application hosting, departmental servers) derived from past expenditure patterns, as well as for the acquisition of standard IT equipment for the proposed new posts and positions ($405,900) and the replacement of old equipment (desktop computers, monitors and printers). Furthermore, the amount of $1,145,400 is also required for specialized IT requirements for OHRM and the Office of Central Support Services. The variance is attributable to additional requirements related to the proposed new posts and general temporary assistance positions.

D. Office of Internal Oversight Services

(a) Results-based-budgeting framework

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations	3.1 Increase in the number of recommendations to strengthen internal controls and to mitigate risks (2007/08: 399 recommendations; 2008/09: 325 recommendations; 2009/10: 400 recommendations)
	3.2 Acceptance of 95 per cent of recommendations made by the Internal Audit Division (2007/08: 88 per cent; 2008/09: 95 per cent; 2009/10: 95 per cent)
	3.3 Acceptance of 80 per cent of evaluation and inspection recommendations (2007/08: 25 per cent; 2008/09: 60 per cent; 2009/10: 80 per cent)
	3.4 Improvement in handling cases of theft, embezzlement, smuggling, bribery and other forms of misconduct as well as waste of resources, abuse of authority and mismanagement through increased number of reviews (2007/08: 317 reviews; 2008/09: 440 reviews; 2009/10: 470 reviews)
	3.5 Increased number of advisories and referrals on prevention of fraud and other acts of misconduct as well as waste of resources and abuse of authority and mismanagement (2007/08: 16 advisories and 85 referrals; 2008/09: 18 advisories and 135 referrals; 2009/10: 18 advisories and 90 referrals)
	3.6 Increased training presentations to programme managers in basic investigation techniques to address misconduct (category II) (2007/08: None; target 2009/10: 2 training sessions)

Outputs

- 10 audit reports by OIOS Headquarters auditors
- 100 audit reports by resident auditors in peacekeeping missions
- 2 horizontal audits of cross-cutting issues
- 15 risk assessment exercises by resident auditors in peacekeeping missions
- 1 annual report
- 1 audit requested by the General Assembly
- 1 professional development training programme for resident auditors and audit assistants
- Annual conference of chief resident auditors

- 2 in-depth programme evaluation reports for peacekeeping missions
- 470 reviews and analysis of misconduct allegations (category I) for decisions as to jurisdiction and investigative action
- 95 investigation reports
- 90 referrals to relevant programme managers for comment and action prior to OIOS investigation or closure of case
- 18 advisories to DFS and mission management related to proposed category I or conducted category II investigations

External factors

External parties will cooperate with the conduct of evaluation and inspection reviews, investigation and audit assignments

(b) Human resources requirements

Category	*2008/09*	*2009/10*	*Change*
Professional and above			
Under-Secretary-General	—	—	—
Assistant Secretary-General	—	—	—
D-2			
D-1	1	2	1
P-5	10	14	4
P-4	36	46	10
P-3	27	41	14
P-2/P-1	—	—	—
Subtotal	**74**	**103**	**29**
General Service and other			
Principal level	1	2	1
Other level	12	23	12
National staff	10	4	(6)
Field Service	12	12	—
Subtotal	**35**	**41**	**6**
Total	**109**	**144**	**35**

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2007/08) (1)	Apportionment (2008/09) (2)	Cost estimates (2009/10) (3)	Variance	
				Amount (4)=(3)-(2)	Percentage (5)=(4)÷(2)
I. Post resources	8 970.6	13 491.6	19 221.9	5 730.3	42.5
II. Non-post resources					
General temporary assistance	8 480.0	7 743.5	1 547.8	(6 195.7)	(80.0)
Consultants	542.2	504.9	427.0	(77.9)	(15.4)
Official travel	1 575.4	2 125.2	2 264.4	139.2	6.5
Facilities and infrastructure	212.3	25.4	430.6	405.2	1 595.3
Communications	94.7	73.9	182.5	108.6	147.0
Information technology	213.0	547.9	980.2	432.3	78.9
Medical	—	1.1	3.5	2.4	218.2
Other supplies, services and equipment	144.6	2 365.7	353.1	(2 012.6)	(85.1)
Subtotal II	**11 262.2**	**13 387.6**	**6 189.1**	**(7 189.5)**	**(53.8)**
Total I and II	**20 232.9**	**26 879.2**	**25 411.0**	**(1 468.2)**	**(5.5)**

(d) Justification of posts

Internal Audit Division

Chief Resident Auditor (P-5)

640. By its resolution 1861 (2009), the Security Council authorized the deployment of a military component to MINURCAT comprising 5,200 military personnel to follow up EUFOR in both Chad and the Central African Republic, and decided that the transfer of authority between EUFOR and the military component of MINURCAT would take place on 15 March 2009. In connection with the expansion of the Mission and the projected significant increase of the Mission's budget, the complex nature of its mandate covering two countries, Chad and the Central African Republic, and the compliance, operational and financial risks associated with the Mission's expansion, it is proposed to augment the resident auditor staffing structure of MINURCAT through the establishment of a Senior Resident Auditor post at the P-5 level. Currently the authorized audit staffing establishment in the Mission comprises 1 P-4, 1 P-3 and 1 Field Service posts and would not provide the required capacity for critical audit coverage.

Audit Assistant (FS)

641. The resident audit team in UNMIL currently comprises 1 P-5, 3 P-4, 2 P-3, 1 Field Service and 1 national staff posts. In order to ensure the provision of adequate support for the UNMIL audit team, it is proposed to establish an additional Audit Assistant post (FS). The incumbent would provide support and assistance to the team; collect relevant information and documentation related to specific audit assignments; and perform related administrative tasks and other duties as may be required, such as assisting in coding and monitoring of the resident audit team

recommendations. The increased support is necessary owing to the increase in risk areas, such as procurement, supply chain management and staff entitlements.

642. By its resolution 1827 (2008), the Security Council decided to terminate the mandate of UNMEE with effect from 31 July 2009. Accordingly, the resident audit team staffing establishment comprising 1 P-4, 1 FS and 1 national staff posts will be abolished.

Inspection and Evaluation Division

Programme Team (1 P-5, 1 P-4, 1 P-3, 1 GS (OL))

643. The central evaluation function in the United Nations Secretariat rests with OIOS and complements the other three oversight functions of audit, inspection and investigation by focusing on the broader issues of the relevance, effectiveness and impact of Secretariat programmes. The General Assembly has repeatedly maintained that the restructuring and strengthening of evaluation capacity is part of the overall effort to strengthen accountability and oversight in the United Nations. In this context, the Assembly, in paragraph 19 of its resolution 58/269, emphasized the need to strengthen the monitoring and evaluation system, and urged the Secretary-General to improve the format and timing of programme performance and evaluation reports. In paragraph 14 of its resolution 60/257, the Assembly requested the Secretary-General to entrust OIOS with reporting to the Assembly at its sixty-first session on ongoing efforts and measures taken to strengthen its in-depth and thematic evaluation function, as well as to respond to ad hoc evaluation requests by programme managers to ensure that intergovernmental bodies are provided with high-quality professional and objective reports on the performance of programmes and activities.

644. On the basis of the foregoing and following the ongoing reform, OIOS has been a lead advocate for strengthening evaluation capacities throughout the Secretariat, and the evaluation undertaken by the Inspection and Evaluation Division is in line with its mandated plans to increase the scope and coverage of the evaluation of peacekeeping operations during the 2009/10 period.

645. The Division currently has only one support account post, a Programme Officer at the P-4 level, to conduct evaluation and inspection of peacekeeping. With this limited capacity, the Division is heavily constrained in its coverage of peacekeeping and is able to deliver only one annual or two evaluation and inspection reports of peacekeeping, which are narrowly scoped. In order to support the strengthening of the inspection and evaluation function, four new posts (1 P-5, 1 P-4, 1 P-3 and 1 GS (OL)) were proposed in the context of the support account budget for 2008/09. ACABQ, in paragraph 154 of its report on the support account (A/62/855), did not recommend approval of those posts. The General Assembly endorsed the recommendation of the Advisory Committee in its resolution 62/250 on the support account.

646. As a result of the decision not to approve the requested posts, the Division had to reduce its planned outputs by two thirds, to two reports, that is, one in-depth evaluation of a peacekeeping mission and one thematic evaluation. This reduction in outputs further implies the continued inadequacy of independent evaluation coverage of all peacekeeping operations, as well as inability to respond to any ad hoc requests or needs that may arise.

647. In the complex, risk-exposed and multidimensional nature of peacekeeping currently, such low frequency of evaluation and inspection is inadequate. In order to support the strengthening of this oversight function, the Inspection and Evaluation Division estimates a minimum requirement for three additional Professional posts (1 P-5, 1 P-4, 1 P-3) and one General Service (Other level) post (G-5) funded from the support account. With those additional resources, and on the basis of best practices learned over the past year, which clearly indicate that in-depth evaluations demand much more in terms of time and resources, the Division would be able to deliver initially a minimum of two programmes (in-depth) and one thematic evaluation annually, with increased potential through efficiency gains and gradual build-up of capacities. It was envisaged that with the additional resources, the Division would eventually be able to deliver a minimum of six peacekeeping evaluations and inspections annually, resulting in increased frequency and coverage of peacekeeping operations over time.

648. Moreover, the Division would be able to develop an appropriate methodological framework for peacekeeping evaluations and inspections, systematically assessing the relevance, efficiency, effectiveness and impact of peacekeeping operations. While the DPKO Evaluation Unit focuses on evaluations that are meant for internal consideration, mainly for DPKO and DFS senior management, and to inform internal decision-making, the Inspection and Evaluation Division performs independent assessments of peacekeeping operations for the review of achievement of results in the missions. The proposed resources would also allow the Division to develop, in collaboration and consultation with the DPKO Evaluation Unit, a body of internal methodological guidance materials to support the conduct of peacekeeping evaluation and inspection.

649. In addition, the Division will be working to establish a risk-based planning framework to determine evaluation and inspection projects and priorities. The development of guidance materials, the increased volume of evaluation and inspection activity, the scope of liaison with the DPKO Evaluation Unit and other peacekeeping partners, missions and legislative bodies place heavy demands on the Division and require a strengthening of its planning and management capacity for peacekeeping-related evaluation and inspection.

650. The Division's proposed workplan is based on the assumption that once they are fully operational, each senior officer (P-5 and P-4) can conduct and provide planning and methodological support to three evaluations per year. The incumbents of the P-5 and P-4 posts would be supported by a Professional officer at the P-3 level and a General Service staff member. In addition, the incumbent of the P-5 post would be responsible for coordinating, supporting and taking part in risk assessments and evaluations and inspections of peacekeeping activities. He or she would provide sound leadership and management and be responsible for planning, implementing, monitoring and reporting on evaluation and inspection activities related to peacekeeping; coordinate the work programme; establish priorities; and assign staff on the basis of operational tasking. The incumbent would work closely with senior management in DPKO and DFS, Special Representatives of the Secretary-General and Force Commanders in the field, representatives of the Fourth and Fifth Committees of the General Assembly and the Special Committee for Peacekeeping Operations, as necessary; establish selected teams for evaluation and inspection; and prepare reports to be presented to the Assembly.

651. Presently, there is no General Service post to support peacekeeping-related evaluations and inspections. In view of the higher volume and scope of those functions, dedicated support involving maintenance and updating of internal databases, coordination of travel arrangements, maintenance of records of inspections and recommendations and monitoring the status of their implementation would be required. In addition, assistance is also needed in the areas of research, preparation of background material, compilation of analysis and summarization of data for evaluation. It is proposed, accordingly, to establish one dedicated General Service (Other level) post to provide operational support to the evaluation and inspection capacity related to peacekeeping.

652. The proposed posts are essential for implementing the activities listed above, as the current structure and resources do not permit the Division to evaluate peacekeeping operations to the extent desirable. If the posts are not provided, the Division would have to either cancel or postpone those exercises and carry out others in an abridged form, with scaled-down scope and timelines, resulting in a less positive impact than desirable on peacekeeping operations.

Investigation Division

653. A function of OIOS mandated by the General Assembly in its resolution 48/218 B is to investigate reports of violations of United Nations regulations, rules and pertinent administrative issuances and transmit to the Secretary-General the results of such investigations, together with appropriate recommendations, to guide him in deciding on jurisdictional or disciplinary action to be taken.

654. The objective of the Investigation Division of OIOS is to carry out investigations at the highest level of quality, to report thereon in a timely manner, and to fulfil that objective efficiently and at the lowest cost possible. The proposed support account budget for the Investigation Division reflects OIOS initiatives for strengthening investigations, in particular the restructuring of the Division (see A/62/582, annex).

655. The budget proposals also address the recommendations of ACABQ in its report (A/62/7/Add.35, paras. 16 and 23), which called for a fuller justification for the restructuring of the Division, including the impact that the team/unit concept and relocation of investigators from peacekeeping missions would have on staff. In particular, the Advisory Committee indicated that the OIOS presentation on its envisaged restructuring would have been strengthened by a more complete analysis and specific reference to the experience with resident investigators.

656. OIOS also took into account the comments of the Independent Audit Advisory Committee (see A/62/814/Add.1), according to which, the hub approach had strong conceptual merit for the Investigation Division and had obvious advantages over the current structure, and that under the hub approach, a limited presence might exist at selected field locations (e.g. peacekeeping missions), while a larger number of persons would be based at hubs for deployment to various missions on the basis of need and risk. However, the IAAC indicated that further information was needed.

657. OIOS similarly considered the comments of ACABQ, which, when commenting on the issue, in paragraph 54 of its report (A/56/887) indicated that it was not fully convinced of the need to establish dedicated units for investigation in all peacekeeping missions. The Advisory Committee expressed the belief that

investigations should be done when a case arose and that the investigation should be covered from Headquarters or on a regional basis, for example, from Nairobi, for Africa.

658. OIOS continues to emphasize that the current structure, which is based on an approach in which investigation cases are handled by Resident Investigators, irrespective of capacity or competence, in small teams of investigators dispersed among five peacekeeping missions, continues to present serious challenges for the quality of investigations and the timeliness of their completion and the reporting thereon.

659. Based on the analysis of the numbers and the characteristics of the past and current caseload and long-term operational investigative needs, OIOS proposes a reduction and redistribution of existing general temporary assistance and posts. Such reduction is predicated on a new structure which would enable OIOS both to increase effectiveness and quality and to lower costs.

Analysis of experience with the resident investigator concept within the present structure of the Investigation Division of OIOS

660. The current approach has resulted in the following problems:

(a) Difficulties are encountered in attracting and retaining qualified personnel to serve as resident investigators in missions;

(b) The presence of small teams of investigators in many missions creates real obstacles to effective management and administration;

(c) It is not possible to retain relevant expertise in missions, which results in lack of experience in addressing financial misconduct;

(d) Official leave provisions in missions result in extended absences of investigators.

661. Each of the factors listed above has an adverse impact on the timeliness and quality of investigations. The present circumstance has resulted, in practice, in significant reliance on substantial assistance provided by the staff of the Investigation Division based at Headquarters and in Nairobi and Vienna for quality assurance and, in particular, for investigation of more complex cases.

Proposed new structure for the Investigation Division in OIOS

General approach

662. Redeployment of staffing resources from peacekeeping missions to adequately staffed centres is required in order to address investigations in the most thorough, comprehensive, professional and economic way. To this end, it is significant to note that the overall caseload in the peacekeeping missions now is lower than it was in 2005 when the General Assembly increased resources to add investigators in the missions, although certain types of cases have increased.

663. As revealed by the reports on the United Nations Oil-for-Food Programme and confirmed by the subsequent work of the Procurement Task Force of OIOS, the Organization continues to be challenged by comprehensive and shrewd schemes of fraud and financial offences which can be investigated only by highly specialized and well-connected teams. When its operations ceased by 31 December 2008, the

Procurement Task Force of OIOS transferred to the Investigation Division a caseload of approximately 175 open investigations pertaining to such offences. OIOS continues to receive allegations and to open new cases. In almost every Procurement Task Force investigation, particularly in the field, the event that triggered the investigation and the initial evidence was only a part of larger concerns; more extensive malfeasance was discovered after the investigation had commenced.

664. Those investigations will constitute a significant portion of the work of the Investigation Division and require highly experienced and specialized investigators in the permanent structure of OIOS.

665. The new and specialized structure will reflect the objective of ensuring the availability of qualified investigators/investigation teams who are specialized in two distinct types of cases within OIOS, namely, cases of sexual exploitation and abuse, and financial, economic and administrative misconduct. The skills and experience required for the two types of cases investigated by OIOS vary significantly, and the experience of OIOS provides a compelling argument for placing investigators in specialized teams/units.

666. Although a significant reduction of cases of sexual exploitation and abuse has been noted, presumably as the result of the declared zero-tolerance policy involving strict follow-up of reports, it should also be recognized that investigation into those cases also requires well-connected investigative teams with specialized skills and experience in that particular field.

667. For example, sexual exploitation and abuse investigators must be experts who have had experience in sex crime investigations, particularly those involving children, and must have access to modern forensic methods. It is unlikely that a sexual exploitation and abuse investigator experienced in this field would also have the level of expertise required to specialize in investigating white-collar crime, namely, knowledge of business procedures and informal ways of concealing corruption, fraud and embezzlement.

668. In short, the new and specialized structure has the following advantages:

(a) It would have the ability to attract highly qualified staff;

(b) It would have critical mass capacity to ensure quality and eliminate the weaknesses and inflexibility of the field structure;

(c) It would be more productive and allow for an increase in the number of working hours;

(d) It would enable both more efficient management and monitoring of investigations;

(e) It would enable both global and efficient case management through the assignment of cases to teams according to requirements instead of a particular mission.

Specific approach

New memorandums of understanding with troop-contributing countries

669. The June 2007 revision to the model memorandum of understanding with troop-contributing countries (see A/61/19 (Part III)) has significantly shifted the responsibilities of investigations from OIOS to the troop-contributing countries in question.

670. The revised draft model specifically provides that the national Government has the primary responsibility for investigating acts of misconduct or serious misconduct committed by a member of its national contingent, which primarily includes sexual exploitation and abuse offences. This provision will most likely significantly reduce the role of OIOS in the investigation of misconduct by members of contingents. Consequently, it will have significant practical implications for OIOS investigations at the mission level. The present budget proposal has taken into account the new memorandum of understanding, which slightly reduced the Division's requirements.

Reduction of the caseload in the missions

671. OIOS has experienced an overall reduction of cases in field missions in 2007, mostly in sexual exploitation and abuse cases. This trend continued during 2008. There was a reduction in the number of matters reported to OIOS compared with those received in 2007. As a result, as at 31 December 2008, the Investigations Division had in total only 207 cases (including the caseload transferred by the Procurement Task Force (175 cases)) in the peacekeeping missions where Resident Investigators are located, of which 54 were classified as sexual exploitation and abuse. There are an additional 49 cases pertaining to peacekeeping missions where OIOS does not have Resident Investigators and where investigations are carried out from the hubs.

672. Sexual exploitation and abuse cases were introduced in 2004, and their number rose from 32 in 2004 to a high of 269 in 2006. However, in 2007 the number of such cases decreased significantly to 61 cases, a reduction of 77 per cent from 2006. That pattern continued throughout 2008. As at 31 December 2008, only 39 cases of sexual exploitation and abuse had been submitted for investigation in 2008, representing a decrease of 36 per cent compared with December 2007.

673. The table below sets forth the caseload of the Investigation Division (as at 31 December 2008) in five peacekeeping missions in which OIOS has Resident Investigators. This caseload does not justify the presence of Resident Investigators in all peacekeeping missions, apart from the fact that such a solution has overall severe weaknesses, as referred to in paragraph 658 above. Furthermore, many cases of both sexual exploitation and abuse and financial, economic and administrative misconduct that are complex in nature should be investigated from one of the hubs.

Investigation Division caseload as at 31 December 2008

	Number of cases			*Number of posts*		
Mission	*Sexual exploitation and abuse*	*Financial, economic and administrative misconduct*	*Total*	*Professional*	*General Service*	*Total*
MINUSTAH	2	14	16	4	3	6
MONUC	29	62	91	8	5	14
UNMIL	12	32	44	5	2	7
UNMIS	2	32	34	5	1	6
UNOCI	9	13	22	4	1	5
Total	**54**	**153**	**207**	**26**	**12**	**38**

674. By redeploying investigators from missions, it would be possible to establish a more professional distance between the investigator(s) and the subject(s) of investigations, thereby lessening the instances of, or suspicion of, improper influence or tainted investigations. This is an issue that has been raised with OIOS and alleged to be a hindrance to adequate reporting of alleged misconduct to resident investigators. It is important not to have the inherent conflicts that arise when investigators are placed together in close proximity situations with other staff members who may be the subject(s) of an OIOS investigation.

Increasing caseload of qualified white-collar offences

675. At the conclusion of the operations of the Procurement Task Force, its remaining cases (175) were transferred to the permanent structure of OIOS to be investigated. Up to 50 of them qualify as complex matters, possibly involving financial malfeasance, which require significant investigative effort and resources and a variety of specific skills and at the core, investigators experienced in complex white-collar offences. The investigation of financial misconduct cases also needs to be supported by technical professionals and, occasionally, by forensic auditors and accountants. Cases continue to be referred as a result of (a) field visits, (b) current investigations which produce spin-offs, (c) referrals by the Vendor Review Committee and from the Controller, (d) complainants and whistleblowers and (e) vendors and their representatives asserting malfeasance in the procurement process.

676. The caseload to be investigated within the permanent structure of the Investigation Division demonstrates that the Organization continues to face serious risk of corruption and fraud in the procurement function, as well as severe misuse of its resources and funds.

677. Moreover, numerous vendors have been sanctioned for wrongdoing perpetrated against the Organization. The cases investigated by the Procurement Task Force have all been handled by the team based at Headquarters.

678. The caseload left by the Procurement Task Force after it ceased operations belongs to OIOS and must be dealt with within its permanent structure. The immediate challenge of pursuing the investigations of those cases has been addressed by means of temporary resources. It is, however, of utmost importance

that investigations in that caseload be continued in a professional manner, without interruption or delay, and that the cases of financial, economic and administrative misconduct be carried out within the permanent structure of OIOS. The Procurement Task Force has proved to be an excellent and obvious example that a professional and closely connected team with specific skills is the effective solution to ensuring high quality investigations of complex cases.

679. Consequently, OIOS asserts that the option of three regional hubs (New York, Vienna and Nairobi) is the effective way to deploy resources for effective results. That option will ensure the recruitment of qualified investigators specialized in their fields. It will ensure a minimum critical mass of capacity of investigators in a given location and increase economies of scale for management and administration.

680. Investigative teams would be sent to missions to investigate. Such teams would comprise the expertise needed in every particular case, as opposed to being confined to the existing resident investigation team in a mission, and would be able to carry out high quality investigations in a timely manner.

681. Regular communication with OIOS auditors in the field, with conduct and discipline officers and with other major stakeholders in peacekeeping missions would address any initial concern that may be raised in the peacekeeping mission following the redeployment of resident investigators.

682. It should be reiterated that although this organizational structure may, at times, result in higher travel costs (sending investigators to peacekeeping missions for specific cases) than in the present structure, it would result in lower overall costs because it would direct resources where they are most needed at any given time. For example, in the mission approach, OIOS would have required approximately 18 new posts in order to provide investigative services for the new missions in UNAMID (2 P-4, 8 P-3, 2 GS (OL)) and MINURCAT (1 P-4, 3 P-3, 2 GS (OL)). Under the regional hub model, as proposed in the present reports, OIOS would be able to assume its investigative responsibility with significantly reduced resources.

683. The hub approach would result in savings under staff and non-staff costs primarily because a smaller number of investigators based in the hubs would provide sufficient focused coverage to a larger number of missions, including new ones that might be established in the future.

684. In the new structure, more investigators would be deployed to the three regional hubs. Accordingly, it is proposed to retain some posts (but less than the current level) in the three largest peacekeeping missions, namely, MONUC, UNMIL and UNMIS. Those investigators would liaise with their colleagues stationed in the hubs and would ensure proper interaction with them and mission counterparts, including the conduct and discipline teams. The value of the mission presence would be evaluated and, in particular, assessed and measured against the caseload development, and would form the basis for the OIOS budget submission for 2010/11.

685. Already in the transitional phase, while OIOS is proposing to keep some staff in the field, the regional hub approach would result in savings of approximately $1 million. The number of staff required in the regional hub approach would be 54, whereas under the mission approach, 75 staff members are currently budgeted to cover the same number of investigations.

686. OIOS submits that it is practically impossible to create the sufficient scale of expertise necessary to conduct effective investigations in each location other than in the regional hubs. Such an effort would be significantly more costly as it would require recreating the full necessary technical and individual capabilities in every location throughout the United Nations. Rapid response teams from the regional hubs based on real needs would also increase the speed with which an investigation is conducted and would minimize the time between the submission of an allegation and the investigative response. Furthermore, by removing investigators from missions, it would be possible to establish a more professional distance between investigator(s) and subject(s) of investigations.

687. Although the option of redeploying Investigation Division Investigators to regional hubs is by itself a more efficient and economic option overall and in the long term, OIOS submits that the financial implications should not be the sole driving determinant of the viability and soundness of such a proposal. It is more important to consider the advantages, which include the intangible benefits of greater expertise, increased efficiency, improved processes and better investigations in the equation. Ultimately, it is an issue of trust of the quality of OIOS investigations and reporting.

Overview of the new structure

688. It is therefore proposed to establish adequate and specialized teams of Investigators in the three main centres — New York, Vienna and Nairobi — and organize the Investigation Division accordingly. New York would continue to serve as the Headquarters and provide all necessary support services, including intake committee, IT services, quality assurance and legal advice.

689. Accordingly, the proposed budget involves the redeployment of resources from the missions to the hubs. To reflect the long-term character of that change, it is proposed to convert the existing general temporary assistance positions in the regional hubs to posts. It is also proposed to maintain OIOS staff in the three largest peacekeeping missions as part of a phased-in solution, as recommended by the Independent Audit Advisory Committee.

690. In summary, the new structure builds on 44 posts and 10 general temporary assistance positions, compared with the present structure of 12 posts and 63 general temporary assistance positions.

691. As indicated above, the redeployment of resources from the field to the hubs also reflects the reduction of cases in the missions and the increased number of complex cases that have to be investigated by specialized teams in the hubs. The transitional resources in the three largest missions would be evaluated and measured against the caseload and other requirements in the field.

692. The new structure would require the transfer of posts within the Division as reflected in paragraphs 701 to 704 below.

693. The new structure would reflect the objective of ensuring qualified Investigators/investigations specialized in two distinct types of cases within OIOS, namely sexual exploitation and abuse and financial, economic and administrative misconduct.

694. Although the Investigation Division investigates a wide range of matters, the earlier introduction of sexual exploitation and abuse created one new and distinct specialized area of investigation. Furthermore, another designation, financial, economic and administrative offences, was developed to explain the different technical expertise required for other areas of investigation when contrasted with typical sexual exploitation and abuse investigations. The different elements include:

(a) Financial offences relate primarily to the taking of United Nations financial resources and violations of the staff, procurement, and Financial Regulations and Rules. These include possible misconduct ranging from fraud, corruption, embezzlement, gross misappropriation and/or conversion of the funds of the Organization, to simple theft of cash. United Nations staff members, as well as vendors, intermediaries, agents and company officials engaging in business with the Organization, would fall within and under those investigations;

(b) Economic offences include a broad category of possible misconduct that may include a loss to the Organization that is not otherwise reflected, for example, on the balance sheet. It covers misconduct that may arise in programmatic matters, certain matters related to contractors and even use of the privileges or name of the United Nations;

(c) Administrative offences typically do have a financial implication, but the offence is executed through violation of a staff regulation/rule and/or an administrative issuance. Common examples include abuse of authority and conflict of interest.

695. The new structure would reflect the various technical and operational needs of the subject matter areas. They include the specific experience and expertise to conduct an investigation in the respective area and also the operational context in which those investigations are undertaken. In particular, sexual exploitation and abuse cases require significant experience of victim-witness interviews, while financial, economic and administrative misconduct cases demand analytical, professional and, at times, financial and technical skills in uncovering fraud and corruption. Consequently, capacity in those areas would be augmented and concentrated in the regional centres that are the most appropriate for the function.

696. The Investigation Division at Headquarters would comprise an Operations Support Unit with responsibility for the intake committee, which ensures global case management. In addition, professional practices, investigative training, forensic services, legal advice, reporting, oversight and compliance would all be organized under a support framework that serves investigative demands.

697. The establishment of regional centres, including in New York, would ensure critical mass investigations capacity and replace the weakness and inflexibility of small field-based teams. It would also facilitate enhanced quality management to ensure consistent quality and standards across the Division. This more flexible structure would permit global case management and assignment of cases to Investigators based on capacity and competence rather than just location. Such a structure would avoid duplication of fixed costs and would enable more efficient use of divisional investigative support/administrative resources.

698. The Investigation Division in New York would have the overall responsibility for all financial, economic and administrative misconduct-related investigations, given the proximity to internal control mechanisms, approval bodies, the Office of the Controller, the Headquarters Procurement Division, the Vendor Review

Committee, and the fact that most significant commercial transactions emanate from, concern, or are executed at Headquarters. More robust technical support and quality control will reinforce the overall investigative capacity and ensure alignment with developing standards in the system of administration of justice.

699. The Investigation Division in Nairobi would have the operational responsibility for sexual exploitation and abuse investigations under the immediate responsibility of a Principal Officer (D-1) reporting to Headquarters, given the proximity to several high-risk operations. The Investigation Division in Nairobi would also have some resources for financial, economic and administrative misconduct investigations. The Deputy Director position in Vienna would therefore be transferred to Nairobi, which includes greater emphasis on addressing the needs of sexual exploitation and abuse cases and collaboration with counterparts in this regard.

700. The Investigation Division in Vienna would comprise teams for both sexual exploitation and abuse and financial, economic and administrative misconduct, which would be available for rapid deployment when and where needed, taking advantage in particular of the proximity to European duty stations and operations in the Middle East and parts of Asia and Western Africa.

Staffing requirements during the transitional phase

701. As a short-term transitional measure, the possibility of maintaining some positions in the missions was raised by the Independent Audit Advisory Committee (see para. 656 above). OIOS concurs with those suggestions and proposes to keep staff in the largest missions as part of a phased-in solution.

702. Accordingly, the following post distribution in the three regional hubs (43 posts) is proposed.

Post distribution in the hubs under the new structure

Post	*Level*	*Headquarters*	*Nairobi*	*Vienna*
Deputy Director	D-1		1[a]	
Senior Investigator	P-5	1		
Operations Manager	P-5		1[a]	
Investigator	P-4	4[a]	4[a]	1
Forensic Examiner	P-4	1[a]	1[a]	1[a]
Investigator — Legal	P-3	1		
Investigator	P-3	3[a]	9[a]	3
Administrative Officer	P-3	1		
Investigations Assistant	GS (PL)			1
Administrative Assistants	GS (OL)	4[a]	4	2
Investigations Assistants	GS (OL)			
IT Assistants	GS (OL)			
Total		**15**	**20**	**8**

[a] Reflects the transfer of one D-1 position (general temporary assistance), six P-4 (2 posts plus 4 general temporary assistance positions), eight P-3 (2 posts and 6 general temporary assistance positions) and two General Service (general temporary assistance), as well as the creation of six new posts and the reclassification of one P-4 post to the P-5 level.

703. The new post distribution involves:

(a) The creation of six new posts in the three regional hubs (3 Forensic Examiners (P-4, one per regional hub), 1 Team Assistant post in Nairobi, 1 Team Assistant post in New York, 1 IT Assistant post in Nairobi), the reclassification from P-4 to P-5 of 1 post in Nairobi, and the conversion to established posts of 26 general temporary positions currently based in the regional hubs (including the 8 redeployments among the regional hubs indicated above);

(b) The transfer to Nairobi of two existing posts from UNIFIL (1 P-4, 1 P-3) as well as five general temporary assistance positions from Vienna (1 D-1) and from MONUC (1 P-4, 3 P-3);

(c) The transfer to New York of two existing posts from UNMIT (1 P-4, 1 P-3) and 10 general temporary assistance positions from MINUSTAH (1 P-4, 1 GS (OL); UNOCI (1 P-4); Vienna (1 P-5, 1 P-4, 4 P-3, 1 GS (OL));

(d) The abolishment of five national General Service posts (UNOCI (1), UNIFIL (2) and UNMIT (2)) as well as two posts in UNIFIL (2 P-3) and 20 general temporary assistance positions from the following duty stations: MINUSTAH (3 P-3, 2 NGS); UNOCI (3 P-3); UNMIS (2 P-3); UNMIL (2 P-3, 1 NGS); Vienna (1 P-3); MONUC (2 P-3, 1 GS (OL), 3 NGS).

704. A total of 11 positions in the missions would be maintained as a transitional measure that would focus on enhanced liaison with the conduct and discipline teams, capacity-building for category II cases investigated in the missions and providing support to the Investigation Division investigations that are conducted from the regional centres, based on current demands in the missions.

Staffing requirements of the Investigation Division in peacekeeping missions

705. The proposed staffing comprises 10 general temporary assistance positions and 1 post in the three largest peacekeeping missions, namely, MONUC (1 P-4, 1 P-3, 1 NGS), UNMIL (1 P-4, 2 P-3, 1 NGS) and UNMIS (1 P-4, 2 P-3, 1 FS).

706. Mission activity and Investigation Division requirements were both taken into consideration when exploring transitional needs and phased-in measures, and MONUC, UNMIL and UNMIS were selected. Justification for the continued presence would be evaluated and measured against caseload development and other mission requirements and would form the basis for the OIOS budget submission for 2010/11:

(a) MONUC: 19,815 military personnel, 760 military observers, 1,441 police, 4,149 civilian and 795 United Nations Volunteers; budget: $1.2 billion. The Investigations Division has two primary duty stations in the country, namely in Goma and Kinshasa. While Goma, in a distant part of the country, represents most of the Division's caseload, its operations are most effectively carried out from the United Nations Office at Nairobi, and it is proposed to transfer posts there to that effect. It is proposed that the Investigations Division remain in Kinshasa during the transitional phase in a liaison capacity to work with Mission management and battalion command, both of which have headquarters in Kinshasa;

(b) UNMIS: up to 10,000 military personnel currently supported by 1,140 international civilian personnel, 3,264 local civilian and 421 United Nations Volunteers; budget: $931.3 million;

(c) UNMIL: up to 10,365 military personnel, 1,343 police, 544 international civilian personnel, 1,037 local civilian personnel, and 237 United Nations Volunteers; budget: $593.4 million. The high frequency of category II matters at this time would justify the presence of the Investigations Division, particularly considering the distance of the Mission from any regional office.

707. The Investigations Division staffing establishment in the missions will be reviewed in the course of 2009/10 to assess whether a continued presence of OIOS staff is justified.

Caseload and distribution of positions by location and by function under the proposed new structure

Caseload

708. Over the past 10 years, matters received by the Investigation Division[2] increased by an average of 20 per cent each year, reaching a high of 987 matters received in 2006.[3] However, the matters received declined by more than 25 per cent in 2007. Of the matters received, the number actually submitted for investigation has been fairly constant at approximately 200 each year, except for a significant increase in 2006, when the number of matters doubled to over 400 as a result of 269 cases related to sexual exploitation and abuse.

Distribution of positions by location and function during the transition period

709. In order to ensure the full restructuring of the Investigations Division and to establish proper staffing of the hubs and the experienced teams specialized in their respective fields, the redeployment of resources from the missions would be required. As a transitional measure and a phased-in solution in 2009/10 (in accordance with the recommendation of the Independent Audit Advisory Committee), OIOS proposes to retain some staff in the three largest peacekeeping missions: MONUC, UNMIL and UNMIS.

710. OIOS asserts that in the hub solution, 32 investigators and 22 managerial and support staff, including Professional and General Service staff, are required (54 posts). This number compares with the total of 75 positions in the present structure (52 Professional and 23 General Service staff). Six Investigator posts are proposed for redeployment to the regional hubs. Eleven positions (8 Professional staff and 3 General Service) are proposed to remain in the largest missions during 2009/10.

711. To meet the anticipated long-term demand for investigations in peacekeeping operations, it is proposed that the 26 positions currently in the regional hubs (2 in New York, 10 in Nairobi and 14 in Vienna) funded from general temporary assistance be converted to posts.

712. The distribution of staff reflects the distinction between financial, economic and administrative misconduct and sexual exploitation and abuse cases, with the greatest change occurring in Headquarters and Nairobi. The significant increase in staff at Headquarters responds to the need for greater investigative capacity in financial matters, the incorporation of the experience and expertise required as a

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[2] When a matter is received, it is assessed by the Intake Committee and may be submitted for advice, information, referral or investigation by the Investigation Division.

[3] This figure corresponds to the overall intake of regular budget and extrabudgetary cases.

result of the cessation of the Procurement Task Force, and the corresponding increase in commercial activity and expenditure as a result of the significant increase in the peacekeeping budget, and the location, control and management of financial resources. The increase in Nairobi responds to anticipated long-term requirements for sexual exploitation and abuse and even financial, economic and administrative misconduct investigations that arise in the region, whether directly or in collaboration with Headquarters. The D-1 position is considered necessary and more effective in Nairobi given the increase in staff level and responsibility. Workload demands in the Investigations Division in Vienna are expected to remain constant.

713. The Professional positions are required to cover four broad classifications of work in the Investigations Division, namely management, investigations, legal and forensic.

Management Team (1 D-1, 2 P-5, 1 P-3)

714. The management structure of the Investigations Division/OIOS is relatively small, and support account positions include only one deputy level post (D-1) and two Operations Managers (2 P-5 in different duty stations), who also have direct operational/investigative responsibilities. In addition, one Administrative Officer is included as part of the management team, which will be located at Headquarters.

Investigators (12 P-4, 20 P-3)

715. The function of an Investigator is to collect and analyse information in order to establish the facts on which management decisions can be made. Those tasks require specialized expertise that covers a range of competencies. In particular, technical skills for the examination of financial and other records are required for financial, economic and administrative misconduct cases, while experience with multicultural witness and victim interviews is critical to sexual exploitation and abuse cases. However, irrespective of the subject matter, Investigators must possess knowledge of investigative techniques.

716. Investigator positions are at the P-4 and P-3 levels and are deployed throughout the three regional centres as well as on a presumed temporary basis as part of a phased-in approach to the restructuring, in the three largest peacekeeping missions, namely MONUC, UNMIL and UNMIS. The 32 Investigators (8 in Peacekeeping Operations, 7 in New York, 13 in Nairobi, 4 in Vienna) are required to continue work on the current Investigations Division caseload and to address new cases and related matters that will be developed in the hubs and following visits from the hubs to peacekeeping missions.

Legal Officer (P-3)

717. Since investigation reports may become part of a judicial process, whether internal or external, the process must be conducted and reported on in a way that withstands judicial scrutiny. Legal Officers therefore perform a variety of functions in the investigative process, including intake and assessment of matters received, direct support to fact-finding activities, evidentiary findings, quality assurance, procedural development and support to post-investigation judicial activities. The services of a Legal Officer at Headquarters would provide overall control and collaboration with the staff of OLA.

Forensic Examiners (3 P-4)

718. Information technology forensic examinations and forensic examinations of financial records require specialized skills and dedicated positions. The services of a Forensic Examiner are required in each regional hub for the conduct of forensic and scientific examination of evidence and related duties and activities, including the collection, research and analysis of such evidence.

(e) Analysis of resource requirements[j]

	Cost estimates	*Variance*	
Posts	$19 221.9	$5 730.3	42.5%

719. The provision of $19,221,900 would cover salaries, common staff costs and staff assessment for a total of 144 posts, comprising 91 continuing posts, the conversion to posts of 26 general temporary assistance positions, 2 proposed posts in the Internal Audit Division, 4 proposed posts in the Inspection and Evaluation Division, and 21 proposed new posts in the Investigation Division.

720. The variance is attributable to the conversion of 31 general temporary assistance positions to posts, the establishment of 18 new posts and the increase in standard salary costs, with the application of delayed recruitment factors of 7 per cent and 5.2 per cent. The application of the delayed recruitment factors used for the continuing Professional and General Service category posts to the computation of requirements for the proposed new posts would result in total resource requirements under the above heading in the amount of $19,930.

	Cost estimates	*Variance*	
General temporary assistance	$1 547.8	($6 195.7)	(80.0%)

721. The provision in the amount of $1,547,800 would cover 21 months of General Service (Other level) support for all OIOS Divisions as well as 10 general temporary assistance positions and 9 person-months for the Investigation Division as detailed below.

Investigators (3 P-4, 5 P-3)

Field Administrative Assistants (2 GS (OL))

722. In view of the restructuring of the Investigation Division, it is proposed to maintain three current positions for Chief Resident Investigators of the currently budgeted six general temporary assistance positions. Each of the general temporary assistance positions at the P-4 level would be located in the three largest peacekeeping missions, namely, MONUC, UNMIL and UNMIS, in order to manage the teams of Investigators and undertake complex investigations. The Chief Resident Investigators are entrusted with the responsibility of acting as Heads of Office in peacekeeping operations. They would coordinate all category I investigations and would be required to interact on a routine basis with senior mission and troop-contributing country personnel on investigation matters. Moreover, it is proposed to continue five current positions of Resident Investigators of the currently budgeted 20 general temporary assistance positions. The five positions at the P-3 level would be located in the three largest peacekeeping

missions, namely, MONUC (1 P-3), UNMIL (2 P-3) and UNMIS (2 P-3). The Resident Investigators participate in teams to carry out all category I investigations and assist in managing caseloads, generally through drafting referrals of category II misconduct and reports of category I investigations. It is proposed to establish two Field Administrative Assistant posts to provide administrative support to the investigative teams and assist the Administrative Officer located at Headquarters in ensuring that all funds are used in the most efficient and effective way throughout all locations.

Investigator (P-4 for 9 months)

723. A total of nine months of general temporary assistance at the P-4 level would provide for the short-term engagement of three Investigators (3 months each for the 3 regional hubs (New York, Nairobi and Vienna)) to ensure full coverage of any additional investigative requirements.

	Cost estimates	*Variance*	
Consultants	$427 000	($77.9)	(15.4%)

724. The consultancy requirements are as follows.

(United States dollars)

Expertise	*Person/ month*	*Amount*	*Output reference*
Financial auditing, handwriting analysis (Investigation Division)	6	48 000	470 reviews and analysis of misconduct allegations (category I) for decisions as to jurisdiction and investigative action 95 investigation reports 85 referrals to relevant programme managers for comment and action prior to OIOS investigation or closure of case 50 advisories to DFS and mission management related to proposed category I or conducted category II investigations
Support to multidimensional inspections of peacekeeping operations (Inspection and Evaluation Division)	10	121 000	2 reports from programme (in-depth) evaluation of peacekeeping missions 1 report from thematic evaluation of cooperation and coordination with regional and multilateral organizations in peacekeeping
Audit of freight-forwarding contracts (Internal Audit Division)	6	60 000	2 horizontal audits of cross-cutting issues
Audit of ERP implementation (Internal Audit Division)	3	30 000	10 audit reports by United Nations Headquarters auditors

Expertise	*Person/ month*	*Amount*	*Output reference*
Audit of network infrastructure of 1 peacekeeping mission (Internal Audit Division)	3	30 000	100 audit reports by resident auditors located in peacekeeping missions
Audit Training (Internal Audit Division)	—	133 000	1 professional development training programme for resident auditors and audit assistants, and an annual conference of chief resident auditors
Investigation training (Investigations Division)	—	5 000	470 reviews and analysis of misconduct allegations (category I) for decisions as to jurisdiction and investigative action 95 investigation reports 85 referrals to relevant programme managers for comment and action prior to OIOS investigation or closure of case 50 advisories to DFS and mission management related to proposed category I or conducted category II investigations
Total		**427 000**	

725. The provision of $48,000 would cover requirements for the engagement of one consultant in each of the investigation regional hubs, New York, Vienna and Nairobi, to provide services required for a period of two months to cover such areas as financial auditing and handwriting analysis. Those skills are specialized and are not part of normal investigator skill sets. For that purpose, the services of specialists would be required for cases in which such skills do not currently exist.

726. The amount of $121,000 would provide support to the planning and conduct of two in-depth programme evaluations and one thematic evaluation of peacekeeping missions, including support to the implementation of local population surveys in the countries/region of the peacekeeping mission. The Inspection and Evaluation Division is taking a long-term view of main evaluation approaches and upcoming challenges in the implementation of planned assignments and methodology, which require special skills, capacity and expertise not currently available. The Division also intends to take appropriate steps to fill the necessary skill gaps. In the context of in-depth evaluations of peacekeeping missions, the consultant would provide support in the development of suitable approaches, methodology and tools that are needed for the evaluation process in assessing the actual results, impact and achievement of mandates, from an independent, objective point of view, in order to support accountability for the results attained. The consultant would provide support to each of the programme evaluations that will be required for successful evaluation results. He or she would also provide support for local population surveys in the countries and regions where peacekeeping missions are located to supplement the data and analysis of findings and results for the two programme evaluations. Moreover, the consultant would provide support for the thematic evaluation of

cooperation and coordination with regional and multilateral organizations in peacekeeping.

727. The provision of $60,000 would cover the requirements of the Internal Audit Division for the engagement of two consultants specializing in freight-forwarding contracts. The experts would assist in the audit of such contracts and provide an outside, independent view of the Organization's practice in acquiring freight-forwarding services for peacekeeping operations.

728. The provision of $30,000 would cover the requirements of the Internal Audit Division for the engagement of a consultant to conduct the technical testing component of the audit of ERP implementation.

729. The provision of $30,000 would cover requirements for the engagement of a consultant to provide subject matter expertise to the Internal Audit Division in the conduct of technical security testing of the network infrastructure of one peacekeeping mission. The consultant's input would include configuration reviews, vulnerability tests, password audits and log analysis.

730. The amount of $133,000 would cover the services of a consultant to perform advanced training on ERP implementation to resident auditors as well as a consultant to conduct training on new audit techniques, such as understanding of the risks associated with the United Nations procurement process and knowledge of how to develop approaches to audit contracts for cost recovery.

731. The amount of $5,000 would provide for the services of a training consultant to train the Investigation Division's 54 Investigators whose positions are funded from the support account and administrative staff from New York, Vienna and Nairobi. The staff would attend a one-week course in investigation issues, which would be held in Europe as a central location.

	Cost estimates	*Variance*	
Official travel	$2 264.4	$139.2	6.5%

732. The official travel requirements for 2009/10 are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Case travel (Investigation Division)	712 800	470 reviews and analysis of misconduct allegations (category I) for decisions as to jurisdiction and investigative action 95 investigation reports 85 referrals to relevant programme managers for comment and action prior to OIOS investigation or closure of case 50 advisories to DFS and mission management related to proposed category I or conducted category II investigations
Mission assessment (Inspection and Evaluation Division)	126 000	1 report from programme (in-depth) evaluation of peacekeeping missions

Mission assessment (Inspection and Evaluation Division)	103 500	1 report from thematic evaluation of cooperation and coordination with regional and multilateral organizations in peacekeeping
Mission planning and assessment (Internal Audit Division)	383 300	10 audit reports by United Nations Headquarters auditors
		100 audit reports by resident auditors located in peacekeeping missions
		2 horizontal audits of cross-cutting issues
		15 risk-assessment exercises by resident auditors in peacekeeping missions
		1 annual report
		1 report requested by the General Assembly
Internal Audit Division training	739 500	1 professional development training programme for resident auditors and audit assistants and an annual conference of chief resident auditors
		10 audit reports by United Nations Headquarters auditors
		100 audit reports by resident auditors located in peacekeeping missions
		2 horizontal audits of cross-cutting issues
		15 risk-assessment exercises by resident auditors in peacekeeping missions
		1 annual report
		1 report requested by the General Assembly
Investigation Division training	181 000	470 reviews and analysis of misconduct allegations (category I) for decisions as to jurisdiction and investigative action
		95 investigation reports
		85 referrals to relevant programme managers for comment and action prior to OIOS investigation or closure of case
		50 advisories to DFS and mission management related to proposed category I or conducted category II investigations
Inspection and evaluation training	18 500	2 reports from programme (in-depth) evaluation of peacekeeping missions
		1 report from thematic evaluation of cooperation and coordination with regional and multilateral organizations in peacekeeping
Total	**2 264 600**	

733. The provision of $712,800 would cover the travel of 29 Investigators to complete four trips of two weeks each in 2009/10 from one of the regional hubs (Nairobi, New York, Vienna) to various peacekeeping missions.

734. The amount of $126,000 would provide travel funding to complete one report from programme (in-depth) evaluation of a peacekeeping mission as well as for three staff members to conduct three visits to two peacekeeping operations. In addition, the provision of $103,000 would cover travel requirements to complete one thematic evaluation report.

735. The amount of $383,300 would provide for the Director of the Peacekeeping Audit Service and a senior staff member to travel to peacekeeping missions to carry out management/supervisory visits; the Peacekeeping Coordination Section to undertake four trips to peacekeeping missions to assist in audits and quality assurance reviews; an audit of administration of system contracts at MONUC; and an audit of management of DDR operations at UNOCI. The provision would also cover travel requirements for two auditors to undertake one visit to conduct an audit of ICT governance and security management in MINUSTAH. Moreover, two consultants would undertake one trip to Headquarters to assist in the audit of freight-forwarding contracts, and one consultant would undertake a trip to New York to assist in the audit of ERP implementation.

736. A provision in the amount of $739,500 would cover the requirements of the Internal Audit Division to provide management training courses and other training activities.

737. The amount of $181,000 would provide for the 15 Investigators in the Investigation Division to attend external courses on advanced investigation techniques, as well as for a retreat for the Investigators.

738. The amount of $18,500 would cover the requirements of the Inspection and Evaluation Division for travel to attend the International Programme for Development Evaluation Training. The training focuses on enhancing the comprehensive skill sets and knowledge required for high-quality development evaluation of international programmes, including evaluating conflict and post-conflict situations. The provision would also fund the travel of staff members to attend an advanced training course on the evaluation of post-conflict interventions aimed at enhancing the understanding of the main challenges to conducting evaluations of conflict-resolution projects focusing on peacekeeping and peacebuilding programmes.

	Cost estimates	*Variance*	
Facilities and infrastructure	$430.6	$405.2	1 595.3%

739. The provision of $430,600 would cover rental costs in Vienna and Nairobi and costs for office supplies for all OIOS Divisions. The variance is attributable to an increase in rental costs in connection with the relocation of OIOS staff to Vienna and Nairobi.

	Cost estimates	*Variance*	
Communications	$182.5	$108.6	147.0%

740. The estimate of $182,500, which is based on historical trends of utilization and forecast of expected usage, would provide for commercial communications and the acquisition of communications equipment for the incumbents of the proposed new posts based on standard costs. The variance is attributable to an increase in the usage of commercial communications as well as to the provision of satellite communications for the Investigation Division.

Information technology	Cost estimates	Variance	
	$980.2	$432.3	78.9%

741. The amount of $980,200 is requested for the purchase and maintenance of standard IT equipment based on standard service level agreement costs for each workstation. The variance is attributable to an increase in funding for special equipment in the Investigation Division for a case management system, which is built on a document content repository, the maintenance of servers, Citrix backup, software, licences, acquisition of internal hard drives, mobile imaging equipment and forensic software.

Medical	Cost estimates	Variance	
	$3.5	$2.4	218.2%

742. The estimate of $3,500 is requested for the OIOS share of medical services at the United Nations Office at Nairobi.

Other supplies, services and equipment	Cost estimates	Variance	
	$353.1	($2 012.6)	(85.1%)

743. The provision of $353,100 is requested for subscriptions, library books and training supplies, materials and services. The variance is attributable to the discontinuation of the Procurement Task Force provisions for 2008/09 under the above heading.

E. Executive Office of the Secretary-General

(a) Results-based-budgeting framework

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping	1.1 Increased percentage of reports to the Security Council and General Assembly and other bodies on peacekeeping issues submitted by the due date (reports to the Security Council 2007/08: 66 per cent; 2008/09: 68 per cent; 2009/10: 70 per cent; reports to the General Assembly 2007/08: 50 per cent; 2008/09: 60 per cent; 2009/10: 70 per cent) 1.2 All documents (for example, reports, talking points, statements, letters and speeches) are reviewed by EOSG and returned to the relevant lead department within a maximum of 4 days

Outputs

- Provision of advice for approximately 117 reports of the Secretary-General to the Security Council, the General Assembly and other intergovernmental bodies on peacekeeping issues
- Provision of advice for approximately 300 talking points of the Secretary-General presented to the Security Council and at press conferences
- Provision of advice for approximately 220 letters from the Secretary-General to the Security Council, the General Assembly and other key interlocutors on peacekeeping matters

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Provision of comments and guidance to DPKO, DFS and missions within 5 days of the submission of the Secretary-General's reports on peacekeeping missions to EOSG

Outputs

- Comments and guidance to peacekeeping missions, DPKO and DFS on the Secretary-General's reports on peacekeeping missions

External factors

Documentation for review is submitted to EOSG on a timely basis

Advice from intergovernmental bodies on peacekeeping issues is requested

(b) Human resources requirements

Category	*2008/09*[a]	*2009/10*	*Change*
Professional and above			
Under-Secretary-General	—	—	—
Assistant Secretary-General	—	—	—
D-2	—	—	—
D-1	1	1	—
P-5	2	2	—
P-4	1	—	(1)
P-3	—	—	—
P-2/P-1	—	—	—
Subtotal	**4**	**3**	**(1)**
General Service			
Other level	3	2	(1)
Subtotal	**3**	**2**	**(1)**
Total	**7**	**5**	**(2)**

[a] Includes one P-4 and GS (OL) posts until 30 June 2009.

(c) Financial resource requirements

(Thousands of United States dollars)

Category	*Expenditures (2007/08) (1)*	*Apportionment (2008/09) (2)*	*Cost estimates (2009/10) (3)*	*Variance*	
				Amount (4)=(3)-(2)	*Percentage (5)=(4)÷(2)*
I. Post resources	1 164.2	1 152.2	941.8	(210.4)	(18.3)
II. Non-post resources					
General temporary assistance	52.7	92.3	91.5	(0.8)	(0.9)
Facilities and infrastructure	3.5	3.5	2.5	(1.0)	(28.6)
Communications	9.8	9.8	7.0	(2.8)	(28.6)
Information technology	12.6	12.6	9.9	(2.7)	(21.4)
Subtotal II	**78.6**	**118.2**	**110.9**	**(7.3)**	**(6.2)**
Total I and II	**1 242.8**	**1 270.4**	**1 052.7**	**(217.7)**	**(17.1)**

(d) Analysis of resource requirements[i]

	Cost estimates	*Variance*	
Posts	$941.8	($210.4)	(18.3%)

744. The provision of $941,800 would cover salaries, common staff costs and staff assessment for the five continuing posts. Computation of requirements for all continuing posts reflects the application of the projected vacancy rates of 7 per cent and 5.2 per cent for all continuing Professional and General Service category posts, respectively. The variance is attributable to the discontinuation with effect from 1 July 2009 of two posts (1 P-4, 1 GS (OL)) that were approved for 2008/09 in the context of the administration of justice system, offset by increased standard costs.

	Cost estimates	*Variance*	
General temporary assistance	$91.5	($0.8)	(0.9%)

745. The proposed amount of $91,500 would provide for the continuation of 12 months of General Service (Other level) general temporary assistance to support the Executive Office during peak workload periods. The variance is attributable to the application to cost estimates of a 5.2 per cent projected vacancy rate compared with 4.5 per cent applied in the 2008/09 budget, offset by an increase in standard salary costs.

	Cost estimates	*Variance*	
Facilities and infrastructure	$2.5	($1.0)	(28.6%)

746. The amount of $2,500 would provide for the purchase of office supplies for five continuing posts. The variance is due to the discontinuation with effect from 1 July 2009 of two posts (1 P-4, 1 GS (OL)) that were approved for 2008/09 in the context of the system of administration of justice.

	Cost estimates	Variance	
Communications	$7.0	($2.8)	(28.6%)

747. The estimate of $7,000 under the above heading would provide for commercial communications, at the standard rate derived from past expenditure trends, for five continuing posts. The variance is due to the discontinuation with effect from 1 July 2009 of two posts (1 P-4, 1 GS (OL)) that were approved for the 2008/09 budget period in the context of the system of administration of justice.

	Cost estimates	Variance	
Information technology	$9.9	($2.7)	(21.4%)

748. The estimate of $9,900 under the above heading would cover requirements for five continuing posts and would provide for the maintenance and repair of IT equipment based on standard service level agreements established by ITSD ($7,800) and the support account share for EOSG, the Ethics Office and the OMB ($2,100) of central IT infrastructure costs (information storage and backup, application hosting, departmental servers) derived from past expenditure patterns.

749. The variance is due to the discontinuation with effect from 1 July 2009 of two posts (1 P-4, 1 GS (OL)) that were approved for the 2008/09 budget period in the context of the system of administration of justice.

F. Office of the United Nations Ombudsman

(a) Results-based-budgeting framework

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 100 per cent of cases received are reviewed within 30 days

Outputs

- Resolution of employment-related disputes in an estimated number of 250 cases from MONUC, UNMIS, UNAMID and MINURCAT and 150 cases from UNOCI, UNDOF, UNIFIL, UNOMIG, UNFICYP, UNMIK, MINURSO, UNMIT, UNMIL and MINUSTAH
- Analysis of an estimated number of 250 cases from MONUC, UNMIS, UNAMID and MINURCAT and 150 cases from UNOCI, UNDOF, UNIFIL, UNOMIG, UNFICYP, UNMIK, MINURSO, UNMIT, UNMIL and MINUSTAH, to identify systemic issues in accordance with the terms of reference of OMB
- 8 visits to peacekeeping missions to provide on-site Ombudsman services (MONUC, MONUC Entebbe logistical hub, UNMIS, UNAMID, MINURCAT, MINURSO, UNMIL and MINUSTAH)
- 260 consultations with the Field Personnel Division of DFS
- Quarterly reports from the regional Ombudsmen to OMB at Headquarters
- Monthly meetings of the regional Ombudsmen with the Special Representatives of the Secretary-General on the activities of OMB field offices relating to peacekeeping operations, including observations on organizational practices, policies and procedures

- Quarterly meetings with the Secretary-General and the Under-Secretary-General for Field Support
- 4 presentations to mission personnel about the role of OMB
- 2 videoconferences between OMB and staff in peacekeeping missions
- Information about OMB provided to 2,000 national staff members
- 3,000 brochures and posters to facilitate equal access and awareness about OMB and its activities
- Monthly meetings of the regional Ombudsmen with other offices of the administration of justice system at the local level
- Attendance at training courses provided by the International Ombudsman Association and the annual conference of the United Nations system and related organizations, Ombudsmen and Mediators

External factors

Security situation in missions will allow visits

(b) Human resources requirements[a]

Category	*2008/09*[a]	*2009/10*	*Change*
Professional and above			
Under-Secretary-General	—	—	—
Assistant Secretary-General	—	—	—
D-2	—	—	—
D-1	—	—	—
P-5	2	3	1
P-4	1	1	—
P-3	2	2	—
P-2/P-1	—	—	—
Subtotal	**5**	**6**	**1**
General Service and other			
Principal level	—	—	—
Other level	1	1	—
National staff	2	2	—
Subtotal	**3**	**3**	—
Total	**8**	**9**	**1**

[a] Includes one P-4 and one GS (OL) posts until 30 June 2009.

(c) Financial resource requirements

(Thousands of United States dollars)

Category	*Expenditures (2007/08) (1)*	*Apportionment (2008/09) (2)*	*Cost estimates (2009/10) (3)*	*Variance*	
				Amount (4)=(3)-(2)	*Percentage (5)=(4)÷(2)*
I. Post resources	248.0	1 091.7	1 307.3	215.6	19.7
II. Non-post resources					
Consultants	9.8	—	—	—	—
Official travel	44.3	135.6	146.3	10.7	7.9
Facilities and infrastructure	—	24.0	14.5	(9.5)	(39.6)
Communications	—	14.0	14.4	0.4	2.9
Information technology	9.1	19.6	20.3	0.7	3.6
Other supplies, services and equipment	0.6	19.8	24.5	4.7	23.7
Subtotal II	**63.8**	**213.0**	**220.0**	**7.0**	**3.3**
Total I and II	**311.8**	**1 304.7**	**1 527.3**	**222.6**	**17.7**

(d) Justification of posts

750. In its resolution 62/228, the General Assembly decided to establish a new, independent, transparent, professionalized, adequately resourced and decentralized system of administration of justice for the United Nations to ensure that individuals and the Organization are held accountable for their actions in accordance with relevant resolutions and regulations, consistent with the relevant rules of international law and the principles of the rule of law and due process. In this context, the Office of the Ombudsman currently comprises six posts funded from the support account deployed to the Ombudsman field offices (1 P-5, 1 P-3 and 1 General Service (Other level) at MONUC, and 1 P-5, 1 P-3 and 1 General Service (Other level) at UNMIS). The Office of the Ombudsman at Headquarters comprises the United Nations Ombudsman, the Assistant Secretary-General, the Principal Officer (D-1), the Conflict Resolution Officer (P-4), the Information Officer (P-3) and two General Service (Other level) posts funded under the regular budget as well as one Case Officer (P-4) and one Administrative Assistant (GS (OL)) posts, funded under the support account. The two support account-funded posts at Headquarters will be discontinued once the new administration of justice system takes effect on 1 July 2009. The discontinuation of the support account-funded posts at Headquarters will have an adverse impact on the operations of the Office and comes at a time when the Office is managing a significant decentralization process which requires additional oversight, coordination and analysis of systemic trends in the field. The number of peacekeeping personnel has continued to grow upwards to 55.2 per cent of the global Secretariat workforce. This continued increase in the client base in peacekeeping missions, combined with the expanded mandate of the Office and its new role as a core conflict resolution mechanism within the administration of justice system, requires added emphasis and a dedicated capacity for a broad overview, coverage and analysis of systemic issues arising in the field.

Senior Conflict Resolution Officer (P-5)

751. In accordance with paragraph 3.11 of its terms of reference, the Office of the Ombudsman is required to provide an overview of the Ombudsman's activities and comments on policies, procedures and practices that have come to his or her attention. In its resolution 62/228, the General Assembly requested the Secretary-General to report on specific measures taken by the Administration to address seven systemic human resource issues raised, in the context of the reform of the internal system of administration of justice, in the report of the Secretary-General on the activities of the Ombudsman (see A/62/311). In its resolution 63/253 (paras. 24 and 25), the Assembly emphasized that the role of the Ombudsman was to report on broad systemic issues that he or she identified, as well as issues that were brought to his or her attention, in order to promote greater harmony in the workplace. Since its inception, the Office has recognized the importance of the identification of systemic issues, but has not had the dedicated capacity to fulfil this requirement.

752. The Office of the Ombudsman received 266 cases resulting from peacekeeping personnel complaints in the previous period. With the establishment of the regional Ombudsmen branches in Kinshasa and Khartoum, staff members will have easier access to Ombudsman services and thus the total number of cases addressed by the Office is expected to grow to 400 cases from peacekeeping personnel. The growth in peacekeeping-related cases emphasizes the need to identify recurring issues across peacekeeping missions in order to make appropriate recommendations for change to peacekeeping management. Accordingly, it is proposed to establish a post at the P-5 level for a Senior Conflict Resolution Officer to undertake a cross-cutting review of all 400 cases with a view to providing an analysis of systemic trends. Furthermore, the incumbent would provide regular Ombudsman services in about 50 highly sensitive cases that require interaction at a senior level with DPKO and DFS and mission management of the 400 total cases anticipated per year as assigned by the United Nations Ombudsman. The responsibilities of a Senior Conflict Resolution Officer would be the identification of systemic issues, problems and weaknesses in peacekeeping missions; presentation of recommendations for changes in current policies and future policy direction to address those issues; the review, analysis and interpretation of trends in the development of systemic issues; the identification of problems and issues and presentation of conclusions regarding the scope of work of the regional offices; and the direction of the development of joint advocacy and outreach strategies to peacekeeping personnel involving the regional Ombudsman offices and provision of guidance to the proposed Case Officer.

753. Currently, the Office is developing a network of relevant stakeholders in the Secretariat and the United Nations funds and programmes that will contribute to the analysis and resolution of the systemic issues they have identified across peacekeeping missions and United Nations regional offices. This network will provide the relevant input that will enable the Office to formulate appropriate and effective recommendations on systemic change needed, and seek to effect change. In this context, the Senior Conflict Resolution Officer would be responsible for overseeing this process and ensuring that key issues are properly addressed by the relevant stakeholders in order to effectuate the necessary changes. The Officer would ensure follow-up with senior management and summarize and include salient issues in the annual report on the activities of the Ombudsman.

Case Officer (P-4)

754. The need for a dedicated capacity in the Office of the Ombudsman to handle cases originating from peacekeeping personnel has been emphasized since the inception of the Office (see A/62/294, annex VII) and continues to be a key consideration.

755. It is proposed, accordingly, to establish a post at the P-4 level for a Case Officer to effectively service the cases not captured by the regional Ombudsmen based in Kinshasa and Khartoum from the following peacekeeping missions: UNMIL, UNMIT, UNOMIG, MINUSTAH, UNOCI, MINURSO, UNMIK, UNFICYP, UNIFIL and UNDOF. It is expected that the incumbent would provide Ombudsman services in an estimated number of 100 cases per year out of the 400 expected from peacekeeping missions.

756. The establishment of the new regional Ombudsman field offices requires an additional role in the management of operations between Headquarters and the regional field offices, which involves the accurate and effective processing and tracking of approximately 400 expected cases from peacekeeping missions in conformity with the operating procedures of the Office of the Ombudsman at Headquarters. This role is vital to the success of the Office in connection with the initial phase of the setting-up of the regional field offices in Khartoum and Kinshasa.

757. The incumbent would be a focal point in the Office of the Ombudsman for queries, consultations and requests for comments from other components of the administration of justice system relating to peacekeeping field cases; act as a focal point for the exchange of information and requests for inputs between the two regional Ombudsman field offices and officials in DPKO and DFS; develop consistent case-handling procedures for all peacekeeping cases; ensure the consistency of case-processing standards of procedures in handling field cases between Headquarters and the two field offices; maintain the case database and ensure that all cases are followed up in a timely manner; provide statistics and ensure timely reporting of cases and trends to the Ombudsman responsible for the intake and further processing of cases coming from peacekeeping personnel; maintain a body of expertise, precedents and ombudsman tools for use by the regional field offices; finalize standard operating procedures for the regional field offices; organize training activities for staff of the regional field offices of the Office of the Ombudsman; and ensure that all matters pertaining to the administration of the two regional field offices at MONUC and UNMIS are duly carried out.

Administrative Assistant (GS (OL))

758. It is proposed to establish a post at the General Service (Other level) for an Administrative Assistant to provide the necessary administrative support for the proposed Senior Conflict Resolution Officer and the Case Officer posts. The incumbent would receive and process requests for appointments, file office communications, maintain anonymous data on cases and support office operations relating to field cases from UNMIL, UNMIT, UNOMIG, MINUSTAH, UNOCI, MINURSO, UNMIK, UNFICYP, UNIFIL and UNDOF. The incumbent would further assist in generating reports, help to maintain the confidential database and assist in the intake and tracking of cases from peacekeeping personnel.

(e) Analysis of resource requirements[1]

	Cost estimates	Variance	
Posts	$1 307.3	$215.6	19.7%

759. The provision of $1,307,300 would cover salaries, common staff costs and staff assessment for the six continuing posts deployed to the regional Ombudsman field offices at MONUC and UNMIS and three proposed new posts. The variance is attributable to increased standard costs and the proposed establishment of new posts, with the application of projected vacancy rates of 7 per cent and 5.2 per cent to the computation of requirements for the continuing Professional and General Service category posts, respectively, and 50 per cent and 35 per cent for the proposed new Professional and General Service category posts, respectively, offset by the discontinuation of two Headquarters posts (1 P-4 and 1 General Service (Other level)) from 1 July 2009. The application of the projected vacancy rates used for the continuing Professional and General Service category posts to the computation of requirements for the proposed new posts would result in total resource requirements under the above heading in the amount of $1,542,200.

	Cost estimates	Variance	
Official travel	$146.3	$10.7	7.9%

760. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Mission planning/assessment/evaluation	38 800	8 visits to peacekeeping missions to provide on-site Ombudsman services (MONUC, MONUC Entebbe logistical hub, UNMIS, UNAMID, MINURCAT, MINURSO, UNMIL and MINUSTAH)
Mission planning/assessment/evaluation	27 900	Resolution of employment-related disputes in an estimated number of 250 cases from MONUC, UNMIS, UNAMID and MINURCAT Analysis of an estimated number of 250 cases from MONUC, UNMIS, UNAMID and MINURCAT to identify systemic issues in accordance with the terms of reference of the Office of the United Nations Ombudsman
Mission planning/assessment/evaluation	22 100	Resolution of employment-related disputes in an estimated number of 250 cases from MONUC, UNMIS, UNAMID and MINURCAT Analysis of an estimated number of 250 cases from MONUC, UNMIS, UNAMID and MINURCAT to identify systemic issues in accordance with the terms of reference of the Office of the United Nations Ombudsman

Type of travel	*Amount*	*Output reference*
Technical training	57 500	Attendance at Ombudsman training courses provided by the International Ombudsman Association and the annual conference of the United Nations system and related organizations Ombudsmen and mediators
Total	**146 300**	

761. The provision of $38,800 would allow for travel of the United Nations Ombudsman and one staff member to peacekeeping missions to provide on-site Ombudsman services and perform analysis of cases covering MINURSO, MINUSTAH and UNMIL.

762. The provision of $27,900 would allow for travel of regional Ombudsmen to peacekeeping missions within the region to provide on-site Ombudsman services and perform analysis of cases covering UNMIS, UNAMID, MINURCAT and MONUC.

763. The provision of $22,100 would allow for travel of regional Ombudsmen to Headquarters for annual reporting to the Ombudsman, including consultations about evolving problems and systemic issues in the missions covered, and also to participate in the United Nations Ombudsman's meetings with senior management in DPKO.

764. Included in the provision of $57,500 are amounts of $38,000 requested for travel of four staff members from the regional Ombudsmen offices based in MONUC and UNMIS to attend technical training at the International Ombudsman Association in the United States of America; $9,900 for travel of four staff members from Headquarters to attend technical training at the International Ombudsman Association; $9,600 for travel of two staff members from Headquarters to attend the annual conference of the United Nations system and related organizations Ombudsmen and mediators in Chile.

	Cost estimates	*Variance*	
Facilities and infrastructure	$14.5	($9.5)	(40.0%)

765. The proposed amount of $14,500 would provide for the rental of office equipment, acquisition of office furniture and office supplies for six continuing posts and three proposed new posts. Included is an amount of $10,000 to cover office furniture costs for newly proposed posts, which the Facilities and Management Service of OCSS is charging all offices at the standard rate. The variance is attributable to the discontinuation in 2009/10 of the initial provisions made in the 2008/09 budget for office equipment.

	Cost estimates	*Variance*	
Communications	$14.4	$0.4	2.9%

766. The estimate of $14,400 under the above heading would provide for commercial communications, at the standard rate derived from the past expenditure trends, for six continuing and three proposed new posts, as well as for the acquisition of standard communications equipment (telephone sets). The variance is

attributable to the additional requirements related to the proposed new posts offset by the discontinuation of two posts (1 P-4, 1 GS (OL)), effective 1 July 2009, which were approved for the 2008/09 budget period in the context of the administration of justice system.

	Cost estimates	*Variance*	
Information technology	$20.3	$0.7	3.8%

767. The estimate of $20,300 under the above heading would cover requirements for six continuing and three proposed new posts and would provide for the maintenance and repair of IT equipment based on the standard service-level agreements established by ITSD ($14,000) as well as for the acquisition of standard IT equipment for the proposed new posts. The Office's support account share of the central information technology infrastructure costs (information storage and backup, application hosting, departmental servers) derived from the past expenditure trends is covered by the Executive Office of the Secretary-General.

768. The variance is attributable to the additional requirements related to the proposed new posts offset by the discontinuation of two posts (1 P-4, 1 GS (OL)), effective 1 July 2009, which were approved for the 2008/09 budget period in the context of the administration of justice system.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$24.5	$4.7	23.7%

769. The amount of $16,100 is for the distribution of 2,000 brochures by mail, and the reprint of 3,000 brochures and posters on the responsibility, awareness and staff assistance of the Ombudsman's Office, to peacekeeping missions and the regional offices. The provision of $8,400 is also proposed for fees relating to the annual conference of the International Ombudsman Association. The variance of $4,700 is attributable mainly to requirements for the updating of the case database and website of the Ombudsman.

G. Ethics Office

(a) Results-based-budgeting framework

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Increased number of customized ethics-related training courses and workshops for peacekeeping staff at Headquarters and in the field (2007/08: 1; 2008/09: 3; 2009/10: 5)
	3.2 Increased percentage of compliance of peacekeeping staff required to file financial disclosure or declaration of interest statements (2007/08: 87 per cent; 2008/09: approximately 97 per cent; 2009/10: 100 per cent)

Outputs

- An assessment on ethics training requirements for staff in field missions and development of ethics-related training modules
- Provision of ethics training to staff members at United Nations Headquarters and in four peacekeeping missions (UNMIS, UNAMID, MONUC, MINURCAT)
- Administration of an estimated 1,750 financial disclosure forms or declaration of interest forms filed in the context of the financial disclosure programme from staff in peacekeeping missions
- Four visits to peacekeeping missions to resolve non-compliance with the financial disclosure programme (UNMIS, UNAMID, MONUC, MINURCAT)
- Regular ethics-related advice for peacekeeping staff at Headquarters and field missions
- Annual Secretary-General's report on the activities of the Ethics Office

External factors

Cooperation of external parties with preliminary reviews and sharing of all information.

(b) Financial resource requirements

(Thousands of United States dollars)

Category	*Expenditures (2007/08)* *(1)*	*Apportionment (2008/09)* *(2)*	*Cost estimates (2009/10)* *(3)*	*Variance* *Amount* *(4)=(3)-(2)*	*Percentage* *(5)=(4)÷(2)*
I. Post resources	—	—	—	—	—
II. Non-post resources					
General temporary assistance	—	170.7	260.6	89.9	52.7
Consultants	—	732.5	732.5	—	—
Official travel	—	20.0	47.8	27.8	139.0
Facilities and infrastructure	—	11.0	1.0	(10.0)	(90.9)
Communications	—	4.2	2.8	(1.4)	(33.3)
Information technology	—	4.7	3.1	(1.6)	(34.0)
Other supplies, services and equipment	—	—	—	—	—
Subtotal II	—	**943.1**	**1 047.8**	**104.7**	**11.1**
Total I and II	—	**943.1**	**1 047.8**	**104.7**	**11.1**

(c) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
General temporary assistance	$260.6	$89.9	52.7%

770. The proposed amount of $260,600 would provide for the continuation of one general temporary assistance position at the P-3 level and one position at the

General Service (Other level), to which projected vacancy rates of 7 per cent and 5.2 per cent were applied to Professional and General Service category positions, respectively, in support of the financial disclosure programme related to the United Nations peacekeeping personnel serving at Headquarters and in the field. As awareness of the Ethics Office's programmes disseminates throughout the United Nations, the workload increases in terms of volume of financial disclosure files, declaration of interest forms, cases and training. As its core mandate, the Ethics Office administers the programme and an external consulting firm performs the reviews, as third-party independence is required. The financial disclosure programme is a continuous annual programme. The current number of staff required to file under the programme related to peacekeeping in 2008/09 is approximately 1,540, which represents 48 per cent of the total number of participants, 3,225, in the programme. The total number of participants is expected to increase to 3,500 in 2009/10, of which peacekeeping staff would account for an estimated 50 per cent. In addition to the regular administration of the programme and as the programme has developed, it is planned to undertake mission assistance visits to improve the compliance rate in peacekeeping missions.

771. The Ethics Office requires dedicated human resources to continue the positive trend and to support respective staff in the field to achieve a planned compliance rate of 100 per cent. In this context, it is proposed to continue two general temporary assistance positions, one Ethics Officer (P-3) and one Office Assistant (General Service (Other level)) to manage the expected increase in workload in connection with the financial disclosure programme.

772. The variance of $89,900 is attributable to increased standard costs and the continuation of additional general temporary assistance positions approved for 2008/09, in respect of which delayed recruitment factors of 50 per cent (Professional category) and 35 per cent (General Service category) were applied.

	Cost estimates	*Variance*	
Consultants	$732.5	—	—

773. Consultancy funds proposed in the amount of $732,500 are described as follows.

(United States dollars)

Expertise	*Person/ month*	*Amount*	*Output reference*
Training consultant	6	50 000	4 training visits to Offices away from Headquarters
Financial disclosure programme		682 500	An estimated 1,700 financial disclosure forms or declaration of interest forms filed in the context of the financial disclosure programme from staff in peacekeeping missions
Total		**732 500**	

774. The provision of $732,500 includes an amount of $50,000 to retain the services of a consultant for the design and delivery of ethics-related training at

United Nations Headquarters and at peacekeeping missions, in fulfilment of one of the four core mandates of the Office; and developing standards, training and education on ethics issues. While those activities are considered particularly important in the early stages of the existence of the Ethics Office, there is no dedicated post within the Office to carry out this mandate. The Ethics Office has therefore entered into a cost-sharing agreement with OHRM to hire a specialized training consultant. The training included and would continue to include ethics-related workshops for Chief Civilian Personnel Officers in peacekeeping missions and training workshops covering ethics and fraud prevention, general ethics, ethics and integrity in procurement, as well as customized training for offices such as the ethics fitness seminar, which is part of the DSS induction course, for which external expertise is required. The amount of $682,500 is proposed for external consultancy services for the review of staff files in connection with the financial disclosure programme. The Ethics Office gathers and compiles all necessary information and transmits the data to the external consultancy firm. The provision is based on the estimated 1,750 peacekeeping staff required to participate in the financial disclosure programme and the consultant fee of $390 per statement/per person.

	Cost estimates	*Variance*	
Official travel	$47.8	$27.8	139.0%

775. The proposed amount of $23,900 would provide for the travel of one staff member to peacekeeping missions to provide on-site assistance in relation to the financial disclosure programme with a view to achieving 100 per cent compliance. Furthermore, the proposed amount of $23,900 would provide for the travel of the consultant to conduct ethics-related training at peacekeeping missions as part of the cost-sharing agreement with OHRM. The variance is attributable to planned ethics-related training in missions for 2009/10.

	Cost estimates	*Variance*	
Facilities and infrastructure	$1.0	($10.0)	(90.9%)

776. The amount of $1,000 would provide for the purchase of office supplies for two continuing general temporary assistance positions. The variance is attributable to the discontinuation in 2009/10 of the initial provisions made in the 2008/09 budget for the acquisition of furniture.

	Cost estimates	*Variance*	
Communications	$2.8	($1.4)	(33.3%)

777. The estimate of $2,800 under the above heading would provide for commercial communications, at the standard rate derived from the past expenditure trends, for two continuing general temporary assistance positions. The variance is attributable to the discontinuation in 2009/10 of the initial provisions made in the 2008/09 budget for the acquisition of communications equipment.

	Cost estimates	Variance	
Information technology	$3.1	($1.6)	(33.6%)

778. The estimate of $3,100 under the above heading would provide for the maintenance and repair of IT equipment based on the standard service-level agreements established by ITSD. The Ethics Office's support account share of the central information technology infrastructure costs (information storage and backup, application hosting, departmental servers) is covered by the Executive Office of the Secretary-General. The variance is attributable to the discontinuation in 2009/10 of the initial provisions made in the 2008/09 budget for the acquisition of IT equipment.

H. Office of Legal Affairs

(a) Results-based-budgeting framework

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Liabilities arising out of peacekeeping operations and activities are minimized to the maximum extent practicable versus claims made against the Organization 2007/08: actual liability for claims arising out of peacekeeping operations was less than 23 per cent of the amount claimed 2008/09: actual liability was less than 40 per cent of the amount claimed 2009/10: actual liability was less than 40 per cent of the amount claimed
	3.2 Absence of instances arising out of peacekeeping operations in which, unless waived, status and privileges and immunities of the Organization are not maintained (2007/08: 0 instances; 2008/09: 0 instances; 2009/10: 0 instances)

Outputs

Provision of 15 work-years of legal support and assistance in the form of legal opinions and advice to all peacekeeping missions and supporting units (for example, DPKO, DFS, OCSS/Procurement Division), on an as-needed and ongoing basis, regarding:

- 70 legislative aspects of peacekeeping missions, including their governance, and on the applicability of United Nations regulations and rules
- 200 institutional and operational arrangements (for example, status-of-forces/status-of-mission agreements and other similar agreements as well as general questions of public international law and rules of engagement), including negotiation, interpretation and implementation of agreements with Governments and international organizations concerning such arrangements

- 95 instances of cooperation with ad hoc international criminal tribunals and other tribunals of an international character, in connection with their activities arising from or relating to peacekeeping operations, as well as support for the establishment of truth commissions and other commissions of inquiry in the context of peacekeeping operations
- 25 aspects of investigations into allegations of widespread and systematic violations of humanitarian and human rights law
- 395 commercial aspects, including contracts and substantial procurement for supplies, logistical support, insurance, demining and similar operations, disposition of assets, and air and sea charter arrangements
- 25 claims with respect to contractual and real property disputes, as well as claims for property damage, personal injury and death
- 15 financial questions, including formation and interpretation of the Financial Regulations and Rules of the United Nations, treasury operations and complex banking and custody arrangements for peacekeeping operations
- 5 arbitration or litigation instances, including representation of the Organization before arbitral, judicial, quasi-judicial and other administrative bodies
- 50 instances of maintaining the privileges and immunities of the United Nations and peacekeeping operations before judicial, quasi-judicial and other administrative bodies
- 175 personnel matters, including interpretation and application of the Staff Regulations and Rules, issues of the rights and obligations of staff members, benefits and allowances
- 5 representations in cases brought under the statute of the United Nations Administrative Tribunal
- 50 legal aspects of security, including the promulgation and application of the Security Handbook

External factors

Member States will be supportive of peacekeeping operations through their legal systems; United Nations units involved in peacekeeping operations will seek legal advice in a timely manner, will provide sufficient information for a full legal analysis and will be guided by the advice rendered.

(b) Human resources requirements

Category	*2008/09*	*2009/10*	*Change*
Professional and above			
Under-Secretary-General	—	—	—
Assistant Secretary-General	—	—	—
D-2	—	—	—
D-1	—	—	—
P-5	4	5	1
P-4	5	7	2

Category	*2008/09*	*2009/10*	*Change*
P-3	1	1	—
P-2/P-1	1	1	—
Subtotal	**11**	**14**	**3**
General Service			
Principal level	—	—	—
Other level	2	2	—
Subtotal	**2**	**2**	**—**
Total	**13**	**16**	**3**

(c) Financial resource requirements

(Thousands of United States dollars)

Category	*Expenditures (2007/08) (1)*	*Apportionment (2008/09) (2)*	*Cost estimates (2009/10) (3)*	*Variance*	
				Amount (4)=(3)-(2)	*Percentage (5)=(4)÷(2)*
I. Post resources	1 595.8	2 286.3	2 828.9	542.6	23.7
II. Non-post resources					
General temporary assistance	570.7	—	409.4	409.4	—
Consultants	—	—	75.0	75.0	—
Official travel	26.1	31.6	52.4	20.8	65.8
Facilities and infrastructure	22.1	6.5	59.0	52.5	807.7
Communications	22.4	18.2	28.2	10.0	54.9
Information technology	48.3	81.0	89.4	8.4	10.4
Other supplies, services and equipment	3.0	3.0	3.0	—	—
Subtotal II	**692.6**	**140.3**	**716.4**	**576.1**	**410.6**
Total I and II	**2 288.4**	**2 426.6**	**3 545.2**	**1 118.6**	**46.1**

(d) Justification of posts

779. The Office of Legal Affairs comprises 11 Professional posts (4 P-5, 5 P-4, 1 P-3 and 1 P-2) as well as 2 General Service (Other level) posts funded from the support account. These resources have been deployed in order to provide significant peacekeeping-related legal advice from OLC and the General Legal Division (GLD). Prior to the mid-1990s, when OLA was initially funded from the support account, OLA resources under the regular budget were sufficient to meet the demands for legal services arising from or related to the Organization's peacekeeping operations. However, since the mid-1990s, the number of requests for legal advice relating to the Organization's peacekeeping operations has been steadily increasing, while the complexity of the legal issues concerning such peacekeeping matters referred to OLA for advice has been substantially expanding. The result has been that the resources funded under the regular budget have proven insufficient to meet the demand for legal services and support arising from or related to the Organization's peacekeeping activities.

780. Without the additional resources from the support account, OLA would have to dedicate virtually all of its resources to the provision of legal services and advice relating to the Organization's peacekeeping operations. Thus, more than 45 per cent of the time spent by OLA attorneys in providing legal support and services, principally by OLC and GLD attorneys, is devoted to matters arising from or relating to United Nations peacekeeping activities. The 11 attorneys in OLC and GLD, currently funded from the support account, account for less than 30 per cent of the total of 37 attorneys in those two offices funded from both regular and extrabudgetary resources. Consequently, without the additional resources provided to OLA from the support account, the Office would spend nearly all of its time dealing with issues arising from or related to the Organization's peacekeeping operations and could not meet the demand for legal services arising from the many other United Nations programmes and activities that rely on the Office for the provision of legal services and support.

Office of the Under-Secretary-General

Legal Officer (P-4)

781. In order to effectively support the Under-Secretary-General in the coordination of legal services for the Organization's peacekeeping operations and activities, it is proposed to establish a Legal Officer at the P-4 level dedicated to review the incoming requests for peacekeeping-related legal services and support, for necessary liaison and coordination between OLA units providing such legal services and support, and to ensure timely follow-up and a harmonized response from the Under-Secretary-General. The two posts currently reporting to the Under-Secretary-General (1 P-5 Special Assistant and 1 P-3 Legal Officer) are both funded under the regular budget.

782. Further responsibilities relate to the efforts to ensure cohesiveness and harmonization in legal services in all operational aspects of peacekeeping and field operations. In connection with the responsibility to provide central legal support and services to United Nations departments, offices and programmes at Headquarters, offices away from Headquarters and in the field missions, the Legal Counsel manages and coordinates three networks of legal advisers: the legal liaison officers of United Nations offices, funds and programmes; the legal advisers of specialized agencies of the United Nations system; and the field legal officers in the Organization's peacekeeping operations. Given the magnitude of the United Nations peacekeeping operations and the large number of legal officers in the field, the peacekeeping Legal Officer's network requires close attention. Coordination and support to the field legal officers increase the system-wide coherence of legal advice in the peacekeeping operations, and thereby enhance greatly the effectiveness and efficiency of peacekeeping operations. The work of the network also reduces the turnaround time for legal advice to peacekeeping operations at large, which can have a critical impact on the work at the missions. In coordination with OLC and GLD, the proposed Legal Officer for the Office of the Under-Secretary-General would assist the Legal Counsel in carrying out her responsibilities with the network of field legal officers for peacekeeping missions.

783. On a regular basis the Office of the Under-Secretary-General, the Legal Counsel, cooperates closely with the Public Affairs Unit in DPKO to draft statements or press lines for the Secretary-General, the Spokesperson for the

Secretary-General, the Under-Secretary-General for Peacekeeping Operations and heads of peacekeeping operations on legal implications of peacekeeping. Furthermore, the Office of the Under-Secretary-General liaises with DFS. The incumbent of the proposed Legal Officer (P-4) post would also be responsible for those liaison tasks in support of the Legal Counsel.

Office of the Legal Counsel

Legal Officers (1 P-5, 1 P-4)

784. Over the past five years, there has been a steadily increasing demand upon OLC for legal advice and assistance with respect to peacekeeping matters. However, while the workload arising from peacekeeping activities has seen a dramatic increase, the number of lawyers in the Office whose positions have been funded from the support account has remained unchanged and is currently insufficient to adequately respond to the demands made upon OLC.

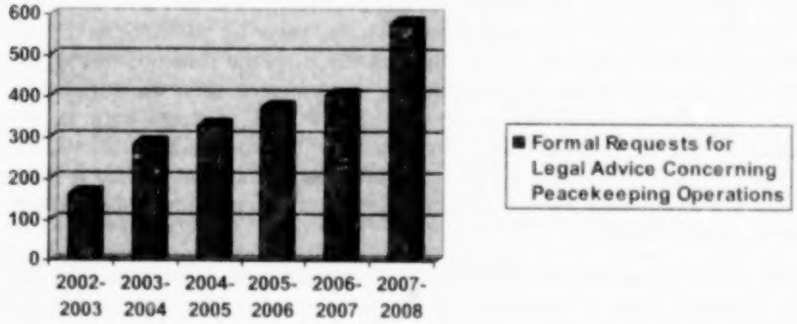
785. Although one Professional post at the P-4 level approved in 2000, one Professional post at the P-2 level approved in 2007 and one General Service level post approved in 2007 in the Office of the Legal Counsel have been funded from the support account, the amount of time spent by lawyers in OLC in dealing with requests for legal assistance relating to the Organization's peacekeeping operations is significantly more than 50 per cent of the amount of resources made available to OLC from the support account. In addition, owing to the complexity of the legal issues raised, there is a particular need for a Senior Legal Officer to provide expert legal services in support of the Organization's peacekeeping operations, as well as to review the work of more junior legal officers.

786. Although efficiency gains have been made in OLC through the use of electronic document search-and-retrieval systems to identify legal precedents, currently the resources of the Office are insufficient to meet all the demands being made for legal advice and assistance with respect to the Organization's peacekeeping operations. This increase in demand is due both to a greater number of new issues arising in an evolving peacekeeping context and also to new, recently established, complex missions being set up, such as the African Union-United Nations Hybrid Operation in Darfur with the tripartite status-of-forces agreement. This has resulted in heavy time pressure being placed upon the Office overall and has impacted on its ability to provide timely legal services with respect to all peacekeeping matters on which advice is sought. This is a particularly undesirable situation given that peacekeeping operations are operational in nature, and in some cases the time frame for the preparation of legal documents is being stipulated by the Security Council.

787. OLC, in collaboration with GLD, provides legal support and assistance on peacekeeping matters, principally in five main areas: legal assistance with respect to the establishment of new and ongoing peacekeeping missions, in particular, UNAMID, MINURCAT and UNIFIL, including but not limited to matters such as the preparation of status-of-mission and status-of-forces agreements and their supplementary arrangements, memorandums of understanding and other agreements with third countries, arrangements with other armed forces providing military support to the mission, Rules of Engagement, Directives on Use of Force and Detention, and standard operating procedures, whereby the Security Council often stipulates that the status-of-mission/status-of-forces agreement be concluded within

30 days of the resolution authorizing the deployment of the mission; provision of day-to-day legal advice to ongoing peacekeeping operations and special political missions, in particular, UNIFIL, UNOCI, UNMIL, MONUC, MINURSO, MINUSTAH, UNFICYP, UNMIS, UNMIT and UNDOF, on a broad range of legal issues arising from the work of peacekeeping operations, including interpretation of Security Council mandates, application and enforcement of status-of-mission/status-of-forces agreement provisions, maintenance of the Organization's privileges and immunities, security and safety, conduct and discipline, international humanitarian law, Boards of Inquiry, and review of standard operating procedures and directives; provision of legal advice concerning the administrative liquidation and transitioning of missions, whereby mission downsizing often entails a steep increase in requests for legal assistance, in particular, UNMIK; provision of legal advice on all aspects of the United Nations involvement in Kosovo, including UNMIK; and assistance with respect to reform measures, including increasingly heavy demand with respect to legal aspects involved in eliminating sexual exploitation and abuse in peacekeeping operations and ensuring accountability of members of peacekeeping operations for crimes committed in the mission area. Each of the foregoing areas involves a significant amount of work, much of it containing challenging aspects, which requires substantial policy involvement from senior lawyers and management.

788. The increase in demand for legal assistance from OLC related to peacekeeping operations has two dimensions: the substantial increase in the number of requests for legal advice; and the growing complexity of the matters for which legal advice is requested, all of which necessitate additional resources to adequately address such demands for legal assistance. Thus, over the past five years, there has been a dramatic increase in the demand for legal advice in respect of peacekeeping operations, which, as set forth in the chart below, shows that the number of requests for legal advice has tripled since 2002/03:



789. While the foregoing chart depicts the number of formal requests for legal advice, OLC also handles a vast number of informal requests for legal advice.

790. In addition, the Security Council is increasingly mandating arrangements whereby peacekeeping support operations depend on other intergovernmental organizations, States or groups of States for military or security support and

assistance. Such mandates necessitate the negotiation of complex and delicate cooperation arrangements, including for the provision of support. While OLA uses model agreements to the extent possible, such models routinely are only a starting point and generally do not address the specific requirements of the negotiations to which they are being applied or the terms and conditions arising from such new kinds of arrangements. Accordingly, OLA must develop innovative ways of addressing unprecedented situations, which often involves lengthy negotiations with host Governments, third countries and commercial entities. That is the case, for example, of the joint EU-United Nations mission, MINURCAT. These innovative arrangements thus require a significant devotion of resources by both OLC and GLD, which must collaborate on the arrangements. OLC requires additional resources to keep pace with these developments.

791. In addition, peacekeeping operations are increasingly providing logistical support to other actors, and it is anticipated that considerable effort will be required in making arrangements for the delivery of a United Nations logistical support package to the African Union Mission to Somalia, as mandated in Security Council resolution 1863 (2009), pending the establishment by the Council of a United Nations peacekeeping operation in Somalia. Attorneys in OLA are more frequently called upon to be involved in the very early stages of establishing operations and to regularly attend meetings (for example, task force meetings, coordination meetings, video teleconferences), and continuing to meet these demands will require additional resources for OLC.

792. The significant increase in United Nations peacekeeping activities has also resulted in the recruitment of substantial numbers of Legal Officers who have been deployed directly to the missions. These officers deal with matters that are specific to the mission level and that are within the mission's delegated authority. Particularly complicated matters or legal issues that have system-wide implications or affect central United Nations legal policies are referred to OLA for advice. Newly recruited Legal Officers require both training and backstopping from OLA, and maintain constant contact with both OLC and GLD for regular guidance and advice. There are also Legal Officers who were recruited for the field and have been in service for several years but have still not received sufficient training that would enhance their mobility from one peacekeeping operation to another. While DPKO and OLA have discussed the possibility of developing structured field legal training arrangements to be conducted by OLA for Field Legal Officers, OLA currently does not have sufficient human resources to coordinate and conduct such training without undermining its ability to provide ongoing legal services and advice on a day-to-day basis. Accordingly, OLA is handicapped by an inability to provide crucial training, which would enhance the consistency, uniformity and quality of legal advice, thereby enhancing the role of OLA as the central provider of legal services for the Organization and its worldwide operations.

793. The proposed establishment of two Professional posts at the P-5 and P-4 levels for OLC would not only enhance its capacity to handle the significantly increased workload, but would also increase the ability of all OLA Professional staff, both in OLC and in GLD, to be able to participate in institutionalized training programmes for Field Legal Officers, to be developed in consultation with DPKO. The level of the two posts proposed for OLC would enable the incumbents to work with minimal supervision, to interact with Senior Legal Officers in field missions and to backstop legal officers in field missions.

(e) Analysis of resource requirements[1]

	Cost estimates	Variance	
Posts	$2 828.9	$542.6	23.7%

794. The provision of $2,828,900 would cover salaries, common staff costs and staff assessment for the 13 continuing posts and 3 proposed new posts. The variance is attributable to increased standard costs, the continuation of additional posts approved for 2008/09 in respect of which a delayed recruitment factor of 50 per cent (Professional category) was applied, as well as to the proposed establishment of new posts. Computation of requirements for all continuing posts reflects the application of the projected vacancy rates of 7 per cent and 5.2 per cent for all continuing Professional and General Service category posts, respectively, and 50 per cent for the proposed new Professional category posts. The application of the vacancy rates used for the continuing Professional and General Service category posts to the computation of requirements for the proposed new posts would result in total resource requirements under the above heading in the amount of $3,129,600.

	Cost estimates	Variance	
General temporary assistance	$409.4	$409.4	—

795. The provision of $409,400 would cover general temporary assistance requirements for two positions in GLD at the P-4 level, to which a vacancy rate of 7 per cent (Professional category) was applied, in order to deal with the ongoing trend of increases in requests for legal advice and assistance, in particular relating to the legal aspects of investigations by OIOS concerning allegations of fraud, mismanagement or abuse of authority in or relating to the Organization's peacekeeping operations, as well as liaison with the law enforcement and judicial authorities of Member States for any enforcement or recovery actions arising out of such investigations; and the technical clearance of legal professionals who have applied to serve as Legal Officers in the Organization's peacekeeping missions.

796. In addition, the types of requests have become far more complex and time-consuming owing to the increasingly complex nature of peacekeeping operations. Examples of such complex logistics support transactions include the turnkey commercial contracts for the provision and distribution of fuel and food/rations in support of UNMIS, UNIFIL, MINUSTAH and MONUC, and the multi-purpose logistics support arrangements with Governments of Member States, AU and EU in support of UNAMID and MINURCAT. Such logistical arrangements involve hundreds of millions of United States dollars in contractual liability to the Organization, as well as the potential for substantial additional liability from claims arising from such activities. Over the past five years, overall commercial procurement has expanded more than fivefold and now exceeds $2.5 billion annually, relating principally to the Organization's peacekeeping activities.

797. OLA provides support to DFS for the technical clearance of candidates who apply for Legal Officer positions in field missions. The process of technically clearing candidates requires that legal officers from OLC and GLD review the personal history profiles of the candidates before they are interviewed for the position by the field mission concerned. Candidates are reviewed either against generic job descriptions or against post-specific job descriptions. Currently, the

are over 1,080 applicants for legal positions in the Organization's peacekeeping missions whose qualifications must be reviewed by Principal and Senior Legal Officers in OLA. This represents an exponential increase in the number of technical clearances to be performed by senior OLA staff over the past five years, attributable to a significant volume of applications received through the Galaxy system. From October to November 2008, the number of pending applications increased by over 200 applications. Currently, OLA devotes the resources of a Principal Legal Officer and two Senior Legal Officers from GLD, as well as one Senior Legal Officer from OLC, to review and clear such applications. Insofar as reviewing each application requires the equivalent of one senior OLA staff member-hour, clearing the backlog of pending applications and dealing with ongoing requests for clearance will result in close to one and one-half staff years. These staff resources are being diverted from the other day-to-day work in the Office in providing legal support and assistance to the Organization's peacekeeping operations. The provision of general temporary assistance resources would enable OLA to clear the backlog of applications of the recommended candidates for approval by OLA Senior Officers.

	Cost estimates	*Variance*	
Consultants	$75.0	$75.0	—

798. The proposed amount of $75,000 would provide for the services of outside legal counsel, to provide legal advice regarding specialized areas of law for which expertise is otherwise unavailable in OLA or for appearances in local jurisdictions or for local legal practice areas (for example, property transactions) in which OLA attorneys are otherwise unauthorized to practise.

	Cost estimates	*Variance*	
Official travel	$52.4	$20.8	65.7%

799. The proposed amount of $52,400 would provide for the travel of two staff members to MONUC, UNOCI, UNMIL, UNIFIL and UNDOF to provide centrally coordinated legal support and assistance as well as legal advice to peacekeeping missions on an as-needed and ongoing basis. The variance of $20,800 is attributed to an increase in issues on which legal advice has recently been sought in the above field operations.

	Cost estimates	*Variance*	
Facilities and infrastructure	$59.0	$52.5	807.7%

800. The proposed amount of $59,000 would provide for the rental of office equipment, acquisition of office furniture and office supplies for 13 continuing posts and 3 proposed new posts. The variance of $52,500 reflects an increase in requirements for the acquisition of furniture for three proposed new posts and two newly proposed general temporary assistance positions and the purchase of office supplies for continuing and proposed posts.

	Cost estimates	*Variance*	
Communications	$28.2	$10.0	54.9%

801. The estimate of $28,200 under the above heading would provide for commercial communications, at the standard rate derived from the past expenditure trends, for 13 continuing and 5 proposed new posts and general temporary assistance positions, as well as for the acquisition of standard communications equipment (telephone sets). The variance is attributable to the additional requirements related to the proposed new posts and general temporary assistance positions.

	Cost estimates	*Variance*	
Information technology	$89.4	$8.4	10.3%

802. The estimate of $89,400 under the above heading would cover requirements for 13 continuing and 5 proposed new posts and general temporary assistance positions and would provide for the maintenance and repair of information technology equipment based on the standard service-level agreements established by ITSD ($28,100) and the support account share ($49,500) of the central information technology infrastructure costs (information storage and backup, application hosting, departmental servers) derived from the past expenditure trends, as well as for the acquisition of standard information technology equipment for the proposed new posts and positions and replacement of old equipment (desktop computers and screens, printers).

803. The variance is attributable to the additional requirements related to the proposed new posts and general temporary assistance positions.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$3.0	—	—

804. The amount of $3,000 would provide for training fees for attendance by the OLA staff of the Practising Law Institute seminars. This amount is at the maintenance level.

I. Department of Public Information

Office of the Under-Secretary-General

(a) Results-based-budgeting framework

Expected accomplishments	*Indicators of achievement*
1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to make possible fully informed decisions on issues relating to peacekeeping	1.1 Stories distributed are broadcast or incorporated into Web-based news sites by at least 5 regionally represented media outlets (2007/2008: 44 per cent; 2008/09: 35 per cent; 2009/2010: 35 per cent)

Outputs

- 15 stories per month on topics related to peacekeeping are produced and distributed by satellite to more than 700 broadcasters, including 500 clients of the Associated Press Television News and clients who access stories from the Internet
- Two United Nations in Action stories per year on topics related to peacekeeping
- One ad hoc production on topics related to peacekeeping as requested by DPKO

Expected accomplishments	*Indicators of achievement*
2.1 Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates	2.1 Implementation of predeployment mission planning to ensure that mission public information components are adequately planned, resourced and staffed and that communications strategies are prepared to complement the mission concept of operations 2.2 Deployment of core public information personnel, in conjunction with DPKO and DFS, within 30 to 90 days following a Security Council resolution establishing a new or expanded United Nations peacekeeping operation (2007/2008: within 90 days; 2008/09: 30 to 90 days; 2009/2010: 30 to 90 days)

Outputs

- Strategic advice and input on the communications aspects of planned, newly established or expanded peacekeeping operations
- Predeployment assessment to ascertain public information requirements and communications plan for planned, newly established or expanded peacekeeping operations
- Technical clearance of potential candidates for the public information components of peacekeeping missions

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Surveyed peacekeeping operations indicate satisfaction with the quality of support (2007/08: 80 per cent; 2008/09: 80 per cent; 2009/10: 85 per cent)

Outputs

- Provision of strategic guidance and support to 10 peacekeeping missions (MINURCAT, MINUSTAH, MONUC, UNAMID, UNIFIL, UNOCI, UNMIL, UNMIK, UNMIS and UNMIT) in formulating and implementing public information strategies; visits to 3 field missions to provide guidance and support on site
- Advice on public information matters to four peacekeeping missions (MINURSO, UNDOF, UNFICYP and UNOMIG)

- Technical clearance of potential candidates for the public information components of peacekeeping missions
- A 1-week specialized training course at UNLB for mission and Headquarters public information personnel involved in peacekeeping matters
- Substantive update and maintenance of approximately 120 United Nations Headquarters-hosted Web pages for 13 peacekeeping missions (MINURCAT, MINURSO, MINUSTAH, MONUC, UNAMID, UNDOF, UNFICYP, UNIFIL, UNOCI, UNMIL, UNMIS, UNMIT and UNOMIG)
- Further development of the United Nations Headquarters-hosted peacekeeping website and continuing update and maintenance of approximately 750 DPI-maintained Web pages on that site
- Further development and introduction of the content management system to produce a system of local mission websites with consistent branding and content and with a subsequent decrease in maintenance demands by missions, in cooperation with DFS/ICTD
- Updated policy and guidance manual for public information in United Nations peacekeeping operations
- Briefing of newly appointed mission public information personnel on mission and United Nations Headquarters communications requirements and priorities

External factors

Peacekeeping external partners and stakeholders will cooperate in public information matters.

(b) Human resources requirements

Category	*2008/09*	*2009/10*	*Change*
Professional and above			
Under-Secretary-General	—	—	—
Assistant Secretary-General	—	—	—
D-2	—	—	—
D-1	—	—	—
P-5	—	—	—
P-4	2	2	—
P-3	—	—	—
P-2/P-1	1	1	—
Subtotal	**3**	**3**	—
General Service			
Principal level	—	—	—
Other level	1	1	—
Subtotal	**1**	**1**	—
Total	**4**	**4**	—

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2007/08) (1)	Apportionment (2008/09) (2)	Cost estimates (2009/10) (3)	Variance	
				Amount (4)=(3)-(2)	Percentage (5)=(4)÷(2)
I. Post resources	529.4	589.2	637.5	48.3	8.2
II. Non-post resources					
General temporary assistance	—	—	—	—	—
Consultants	19.3	10.8	18.0	7.2	66.7
Official travel	31.8	79.5	71.9	(7.6)	(9.6)
Facilities and infrastructure	3.0	2.0	2.0	—	—
Communications	5.6	5.6	5.6	—	—
Information technology	4.6	16.9	11.3	(5.6)	(32.9)
Other supplies, services and equipment	6.6	6.0	6.5	0.5	8.3
Subtotal II	**70.9**	**120.8**	**115.3**	**(5.5)**	**(4.6)**
Total I and II	**600.3**	**710.0**	**752.8**	**42.8**	**6.0**

(d) Analysis of resource requirements[1]

	Cost estimates	Variance	
Posts	$637.5	$48.3	8.2%

805. The provision of $637,500 would cover salaries, common staff costs and staff assessment for the four continuing posts. Computation of requirements for all continuing posts reflects the application of the projected vacancy rates of 7 per cent and 5.2 per cent for all continuing Professional and General Service category posts, respectively. The variance is attributable to increased standard costs.

	Cost estimates	Variance	
Consultants	$18.0	$7.2	66.7%

806. The amount of $18,000 would cover the fees for three training consultants to conduct a one-week specialized training course for all peacekeeping mission and Headquarters public information personnel selected for possible rapid redeployment. The training course is in the areas of media relations, policy coordination with partners and operational and logistical planning during the rapid deployment phase of newly established missions. The training is essential for updating the skills of the staff concerned, given the rapid changes occurring in the media world and when the expertise necessary in media technology and planning is not available internally. The variance is attributable to increased consultancy fees.

	Cost estimates	*Variance*	
Official travel	$71.9	($7.6)	(9.6%)

807. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Training	48 000	1 week specialized training course for mission and Headquarters public information personnel involved in peacekeeping matters
Public information guidance and support	23 900	Advice on public information matters to four peacekeeping missions
Total	**71 900**	

808. An amount of $48,000 is proposed for the travel of three consultants and three Headquarters staff to conduct and facilitate a one-week specialized training course at UNLB on multimedia relations for peacekeeping missions and Headquarters public information personnel for rapid redeployment. The course planned for 2009/10 will cover a variety of complex specialized technical issues in the areas of media relations, policy coordination with partners and strategic, operational and logistical planning, as well as the most recent technical developments in the field of broadcast and information technology. Given the rapid changes occurring in the media world and the expertise and skills necessary in media technology and planning, the course would require the input of outside experts in these fields. Previous experience shows that at least two professional course facilitators/trainers with a strong and up-to-date communications background and at least one technical communications expert/trainer with practical knowledge would be required. The provision is at the maintenance level.

809. An amount of $23,900 is proposed for the travel of one staff member to four peacekeeping missions (MINURSO, UNDOF, UNFICYP and UNOMIG) to plan public information activities and coordinate objectives, and thus work directly with mission personnel in the development of public information strategies and activities to enhance efficient implementation of the public information plan of action.

	Cost estimates	*Variance*	
Facilities and infrastructure	$2.0	—	—

810. The proposed amount of $2,000 would provide for the rental of office equipment, acquisition of office furniture and office supplies for four continuing posts.

	Cost estimates	*Variance*	
Communications	$5.6	—	—

811. The estimate of $5,600 under the above heading would provide for commercial communications, at the standard rate derived from the past expenditure trends, for four continuing posts.

	Cost estimates	*Variance*	
Information technology	$11.3	($5.6)	(32.9%)

812. The estimate of $11,300 under the above heading would cover requirements for four continuing posts and would provide for the maintenance and repair of information technology equipment based on the standard service-level agreements established by ITSD ($6,200) and the support account share ($5,100) of the central information technology infrastructure costs (information storage and backup, application hosting, departmental servers) derived from the past expenditure trends. The variance is attributable to the past expenditure trends.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$6.5	$0.5	8.3%

813. An amount of $6,500 would provide for the rental of equipment and purchase of training materials to conduct a one-week training course at UNLB.

J. Department of Safety and Security

(a) Results-based-budgeting framework

Expected accomplishments	*Indicators of achievement*
1.1 Increased efficiency and effectiveness of DPKO-directed peacekeeping operations	1.1 Implementation by peacekeeping missions of all (100 per cent) of the Department of Safety and Security recommendations based on security standards, policy, guidance, directives, plans, procedures and security management reviews 1.2 Deployment of all (100 per cent) contingency assistance staff from Headquarters within 72 hours

Outputs

- 20 security review reports, resulting from mission security assistance visits, for the security management of peacekeeping missions: MINURSO, MINURCAT (2), MINUSTAH, MONUC (2), UNAMID (2), UNDOF, UNFICYP, UNIFIL (2), UNMIK, UNMIL, UNMIS (2), UNMIT, UNOCI and UNOMIG (2)
- Review reports, resulting from security assistance visits, for the security management of DFS logistics and communications facilities at UNLB, and a secondary active telecommunications facility in Valencia, Spain

- Security training for 13 peacekeeping missions, Security Management Teams (approximately 340 persons) in MINURSO, MINURCAT, MINUSTAH, MONUC, UNAMID, UNDOF, UNFICYP, UNIFIL, UNMIL, UNMIS, UNMIT, UNOCI and UNOMIG
- Compilation of 261 daily security inputs to the DSS daily security report
- Compilation of 4 security status reports of the Division of Regional Operations relating to 16 peacekeeping missions
- Regular advice to United Nations funds, programmes and agencies' security focal points on security issues in 15 mission areas where United Nations agencies are present within an integrated mission structure or in an area where the head of mission is also appointed as a designated official for security
- Preparation of 20 external DSS memorandums of understanding, security arrangements and security support concepts
- Organization and conduct of 4 sessions with the DSS-DPKO-DFS Standing Committee on Security
- Organization and conduct of one DSS-DPKO-DFS security training workshop for Chief Security Advisers, Chief Security Officers, Security Advisers and Officers-in-Charge of Security of 20 field missions
- Security training — 3 DPKO Senior Mission Leaders' courses
- Security briefings for DPKO Heads of Mission, Force Commanders, Police Commissioners, both individually upon their assignments and at annual conferences
- Regular security briefings for DFS
- Security presentations to 2 sessions of the Special Committee on Peacekeeping Operations
- Review of 17 field missions' budget security-related proposals and performance reports
- 12 monthly recommendations for priorities of recruitment for security officers for field missions
- Screening of 3,000 applicants for recruitment of internationally recruited security personnel for peacekeeping missions
- Screening of 750 candidates for close protection vacancies in peacekeeping missions
- Threat assessments of close protection arrangements in respect of 17 Heads of Mission
- 25 visits to peacekeeping missions in order to assess and provide advice on close protection arrangements
- 17 strategic threat assessments, 18 follow-up operational threat assessments and 17 individual threat assessments to support 17 field missions, UNLB and a secondary active telecommunications facility in Valencia, Spain
- Review of 34 mission threat assessments prepared by the peacekeeping missions
- DSS security information management course for a total of 20 security information analysts
- Training of 1,240 security and safety personnel on security policies and procedures as they relate to the authority and functions of security officers; use of force; firearms — qualification with tactical modifications according to mission threat level; defensive tactics, including spontaneous protection enabling (SPEAR) defensive techniques, expandable baton, OC spray and handcuffing techniques; fire safety; and hazardous materials, including equipment usage, accident prevention and evacuation procedures

- Specialized training of 1,240 security and safety personnel in security awareness that would include the development and delivery of a number of special training modules: access control procedures; X-ray screening for passengers and baggage screening; use of walk-through metal detectors and hand-held metal detectors; vehicle screening procedures to include screening at entry points; setting up and safe operation of vehicle checkpoints; surveillance detection; terrorist threats; improvised explosive devices detection and procedures for the first responder; threat of and procedures for vehicle-borne improvised explosive devices; and security awareness to increase Security Officers' understanding of the effects of aggression, presumed compliance and mental conditioning
- Specialized firearms training and qualification to include Glock 19 pistols, MP5 personal defence weapons, M4 carbines, G36 rifles and other types of weapons
- 4 6-week close protection courses for a total of 84 Close Protection Officers for field missions
- Provision of the most current firearms training standards to the peacekeeping missions
- Annual assessment, selection and specialized training of 48 additional Close Protection Officers
- Establishment of a certification database for Close Protection Officers in peacekeeping missions
- On-site assessment and evaluation reports of United Nations security units in 17 field missions in the delivery of training modules to ensure quality and consistency of training personnel, training management and successful delivery of current and future programmes of instruction, training facilities and equipment
- Rapid deployment of training teams to train security personnel to meet the needs of contingencies, as required
- Rapid deployment of Security Officers to provide emergency support to peacekeeping missions, as required
- Rapid deployment of stress counsellors to provide emergency critical incident stress management to peacekeeping missions, as required
- Development of an electronic Global Warden IT system to manage the allocation of wardens to zones and to provide peacekeeping personnel with current information about the steps being taken to prepare for crisis situations
- Annual psychosocial training and development and harmonization of procedures of support services for 18 staff counsellors in peacekeeping missions
- Deployment of a critical incident stress management counsellor to provide stress management advice, assessment of the staff's psychosocial well-being and peer helper training in 9 missions (MINURCAT, MONUC, UNAMID, UNIFIL, UNMIK, UNMIL, UNMIS, UNMIT and UNOCI).

External factors

United Nations peacekeeping partners and local institutions will cooperate on security matters.

(b) Human resources requirements

Category	2008/09	2009/10	Change
Professional and above			
Under-Secretary-General	—	—	—
Assistant Secretary-General	—	—	—
D-2	—	—	—
D-1	—	—	—
P-5	1	1	—
P-4	6	6	—
P-3	5	8	3
P-2/P-1	1	1	—
Subtotal	**13**	**16**	**3**
General Service			
Principal level	—	—	—
Other level	2	2	—
Security Service	3	6	3
Subtotal	**5**	**8**	**3**
Total	**18**	**24**	6

(c) Financial resource requirements

(Thousands of United States dollars)

Category	Expenditures (2007/08) (1)	Apportionment (2008/09) (2)	Cost estimates (2009/10) (3)	Variance	
				Amount (4)=(3)-(2)	Percentage (5)=(4)÷(2)
I. Post resources	1 944.6	2 685.7	3 373.8	688.1	25.6
II. Non-post resources					
Consultants	14.1	—	—	—	—
Official travel	411.1	620.0	1 086.9	466.9	75.3
Facilities and infrastructure	3.8	9.0	72.0	63.0	700.0
Communications	16.8	25.2	37.2	12.0	47.6
Information technology	4.4	57.3	85.5	28.2	49.2
Other supplies, services and equipment	—	114.8	523.5	408.7	356.0
Subtotal II	**450.0**	**826.3**	**1 805.2**	**978.9**	**118.5**
Total I and II	**2 394.8**	**3 512.0**	**5 179.0**	**1 667.0**	**47.5**

(d) Justification of posts

814. The staffing establishment of the Department of Safety and Security currently includes 13 Professional, two General Service (Other level) and three Security

Service posts funded through the support account as follows: the Peacekeeping Operations Support Section comprises nine Security Coordination Officers (1 Senior Security Coordination Officer (P-5), 4 Security Coordination Officers (P-4), 4 Security Coordination Officers (P-3) and 2 Administrative Assistants (GS (OL)); the Mission Support Unit of the Training and Development Section in the Field Support Service includes one Training Coordinator (P-3), one Associate Training Officer (P-2) and three Training Instructors (Security Service). In addition, a Stress Counsellor (P-4) and a Security Information Officer (P-4) work with the Field Support Service's Critical Incident Stress Management Unit and the Threat and Risk Analysis Unit, respectively.

815. DSS is responsible, inter alia, for the development of a comprehensive United Nations policy regarding the management of critical incident stress, including gender-specific requirements; provision of a rapid response to all critical incidents, including the death of staff members under malicious circumstances, hostage-takings and evacuations; provision of appropriate stress debriefing and counselling to all affected staff, including gender-specific issues, and ensuring that such assistance is available, establishing and providing stress management training to all staff worldwide, preparing appropriate stress management training materials for use by staff in the field, including gender-specific material; and chairing an inter-agency working group on stress management.

816. In its resolution 57/155 on the safety and security of humanitarian personnel and protection of United Nations personnel, the General Assembly stressed the need to ensure that all United Nations staff received adequate security training, including physical and psychological training, prior to their deployment to the field, the need to attach a high priority to the improvement of stress and trauma counselling services, including through the implementation of a comprehensive security and stress and trauma management training, support and assistance programme for United Nations staff throughout the system, before, during and after missions. Accordingly, the Critical Incident Stress Management Unit of DSS provides preventive stress management by providing advice to managers on psychosocial mitigating measures and critical incident stress management, building staff resilience and response systems in times of peace, including through the Peer Helper Programme, and responds to emergent staff needs in times of crises.

817. The Training and Development Section of the Department's Field Support Service provides a diverse range of specialized safety and security training support to Security Officers and Close Protection Officers at Headquarters and in the field.

Field Support Service

Training and Development Section

Training Instructors (2 S-3 and 1 S-4), Close Protection Training Officers (2 P-3)

818. The Mission Support Unit of the Training and Development Section provides training support focused on approximately 1,400 international and 2,200 national United Nations Security Officers serving in peacekeeping missions and to 400 security officers of the Security and Safety Service at Headquarters in specialized areas such as firearms instructor certification; weapons qualification and re-qualification; personal defence tactics; surveillance detection; fire and safety; security officer induction training; and first aid. While the Mission Support Unit has

the expertise to develop other specialized programmes to meet the training requirements necessary to ensure robust safety and security services, that has been deferred owing to staffing constraints. The Training Coordinator and Associate Training Officer design and manage, in close coordination with the Department's Peacekeeping Operations Support Section and the Protection Coordination Unit, the annual training programmes for peacekeeping missions in these specialized areas. The Mission Support Unit's three Training Instructors deliver training programmes in peacekeeping missions in specialized areas to ensure qualification and re-qualification of Security Officers. In view of the expansion of peacekeeping operations, in particular, in connection with the establishment of UNAMID and MINURCAT and a potential mission in Somalia, the staffing establishment of the Unit would require further strengthening to maintain the level of essential training support to missions, as well as to the Headquarters Security and Safety Service. In addition to safety and security training, the Unit conducts assessment, selection and training of personnel from States Members of the United Nations who serve as United Nations staff members for one year, in close protection teams in four field missions.

819. The responsibilities of the current Training Coordinator at the P-3 level include: supervising the scheduling and presentation of security training programmes to peacekeeping missions worldwide; providing direction for the United Nations agency headquarters officials and security management teams on specialist security training-related issues; ensuring compliance by duty stations with United Nations policies and guidelines, in particular with regard to the use of lethal and non-lethal force; monitoring, researching and assessing various factors regarding the security and safety of the United Nations system staff and their dependants on a worldwide basis; conducting security training and security compliance inspections; and monitoring the security preparedness of duty stations.

820. The Associate Training Officer at the P-2 level reports to the Training Coordinator and is responsible for planning peacekeeping mission security training and ensuring that training records are maintained; and ensuring consistency of training within peacekeeping missions and fulfilment of training requirements. The officer is responsible for budget proposals and the maintenance of the budget. He or she researches training methods and materials for use in training programmes; participates in instructor training courses and seminars conducted by outside law enforcement agencies and educational institutions; designs and organizes training courses; and develops training resource proposals.

821. Three Training Instructors at the Security Service level are responsible for liaising with missions to ensure that mission security training requirements are identified and resourced and that necessary security training is delivered. They maintain the training database, records and training completion reports. The officers conduct training in the use of force and firearms; personal defence tactics; surveillance detection; fire and safety; first aid; access control; pass and identification procedures; and other security-related functions for United Nations field missions.

822. An additional three posts at the Security Service level as Training Instructors are proposed to provide training management and capacity within the Unit in order to address the increased training requirements resulting from the increase in security staff and for the provision of support in firearm training and executive protection for

the close protection training programme under the responsibility of the Field Support Service. During the previous budget period, the Unit provided training services for a total of 900 personnel in 11 missions, but was required to reschedule or cancel other requests owing to lack of training staff capacity. Attempts have been made to use mission Training Instructors; however, the pool of instructors available in the missions is inadequate. Qualified mission-based instructors are committed to their respective missions and are generally not available to assist the Mission Support Unit.

823. The incumbents of the proposed posts would support the general and specialized security training currently provided by the Mission Support Unit covering the training subjects listed above. They would be responsible for annual assessment, certification and re-certification of United Nations instructors assigned to training units in the field missions, and monitoring of instructional standards, methods, materials and resources. Moreover, the Training Instructors would develop and maintain a qualification database on all field training officers to coordinate and enhance delivery capabilities in the field. During 2007/08, the current Training Instructors conducted six major training missions to seven peacekeeping missions, with each visit averaging two or three weeks. From January to September 2008, 164 training sessions were conducted. The proposed posts would allow for those efforts to continue and would expand the support to peacekeeping missions, with a view to covering all missions.

824. The complexity of delivering security training in a holistic manner, in particular firearms and the use of force, combined with the requirements for the requisite level of expertise, training qualifications and experience, as well as the continuous conduct of training activities, necessitate full-time United Nations Security Training Instructors. General temporary assistance, external consultants or commercial outsourcing would not provide the capability needed by the field or Headquarters to meet the continuous nature of this service.

825. Following the establishment of the Department of the Safety and Security, as a result of a shortage of trained Close Protection Officers and an inability to rapidly train existing United Nations staff for close protection security services, DPKO and DSS acquired the support of Member States to provide seconded staff for close protection teams, which are qualified based on country-specific standards. As of January 2009, the seconded staff comprised five teams of 12 persons each. The Mission Support Unit provided short-term close protection training sessions for officers assigned close protection duties. However, owing to the lack of staffing capacity together with the growing requirements for close protection training, training has not been fully effective or available for all Close Protection Officers requiring it. Moreover, close protection security training and the training of seconded officers have not been based on a common United Nations-system close protection policy and guidance or an agreed United Nations-system training programme or standard. Additional training was largely conducted within missions by either the close protection units themselves or by visiting Mission Support Unit trainers. However, the Unit's principal responsibility was to provide a variety of specialized security training to a rapidly increasing number of security staff in peacekeeping missions. The ability of the Unit to address the rapidly rising requirement for Close Protection Officers and to develop and conduct close protection training, including at a level of approved and industry-accepted standards, is greatly limited.

826. Regular budget funding for close protection training was limited to a select number of Security and Safety Service Close Protection Officers to attend short-term commercial courses or to participate in internal training activities, however to no defined and agreed United Nations standard. The Department does not have dedicated capacity for close protection training funded through either the regular budget or the support account. Within the Training and Development Section or specifically the Mission Support Unit, training staff are fully engaged in larger training activities and do not have the capacity to provide the required training to all Safety and Security Officers and Close Protection Officers.

827. In recent years, escalating personal security risk to high-level United Nations officials has resulted in a sudden increase in the requirement for Close Protection Officers. As of September 2008, the United Nations field missions have required approximately 204 Close Protection Officers. Accordingly, it is proposed to establish two Close Protection Training Officer posts at the P-3 level to address the shortfall of a professional and qualified training capacity that can meet the requirements expected from close protection services worldwide and an urgent and critical requirement to develop and implement United Nations-standard close protection training and certification.

828. To support the close protection training programme the Department has developed a United Nations policy on close protection operations and a draft Close Protection Manual of Guidance that provide a basis for instruction and guidance to senior security staff, close protection providers, Close Protection Officers and close protection recipients; detailed operational guidance on close protection; expansion of policy on who should receive protection and how protection is to be provided; and a programme of training standards and requirements for Close Protection Officers.

829. Two Close Protection Training Officers (P-3) would conduct close protection training programmes combined with the firearms and executive protection techniques training provided by two Security and Safety Officers from the Mission Support Unit. The proposed Officers would provide close protection training to all Close Protection Officers, currently employed and newly recruited to be deployed to 11 field missions with a close protection element (MONUC, MINUSTAH, UNIFIL, UNMIK, UNMIS, UNAMID, MINURCAT, UNOCI, UNMIL, UNOMIG and UNMIT), provide input and make recommendations specific to field training to other units in the section in the development of coordinated DPKO and inter-agency security training strategies and policies for an efficient and effective United Nations security training programme; ensure appropriate coordination of all venues, logistical and administrative requirements for the training teams; oversee the fulfilment of all close protection training requirements and courses in the field, as appropriate; certify participants who successfully complete all course requirements; review, monitor and prepare dynamic training for Close Protection Officers using current materials and modules, practical applications, guidebooks and approved training methodologies; ensure that all appropriate learning materials are employed in all close protection training courses presented; perform as primary instructors on all close protection training missions; edit, revise and submit detailed training reports for all close protection training courses, in accordance with established procedures, including appropriate recommendations to enhance all Close Protection Officer training instructions; conduct Close Protection Officer training inspections, as required; provide close protection training input to training provided by Member

States, as requested; provide advice, guidance and support to DPKO, the Australian Federal Police and organizations of the United Nations system on matters relating to close protection officer training; provide advice and expertise to the DSS Headquarters' training staff on Close Protection Officer training issues in the field and promote cooperation and maintain liaison with the Australian Federal Police and organizations of the United Nations system on Close Protection Officer training-related matters; organize, supervise and conduct training needs assessments, provide analysis of the same and make recommendations on the implementation of corrective measures as needed; and maintain a database of training and certification of all Close Protection Officers.

Security and Safety Service

Protection Coordination Unit

Security Coordination Officer (P-3)

830. The Protection Coordination Unit in the Department of Safety and Security is responsible for establishing and maintaining all capacities and functions necessary to ensure systematic and coordinated management of close protection throughout the United Nations security management system; overseeing and coordinating the deployment of close protection assets throughout the United Nations security management system and monitoring close protection operations; developing, implementing and coordinating close protection security response capacity to meet United Nations operational needs; identifying close protection assets to meet ad hoc operational needs of the United Nations; and developing a coherent policy framework and standard operating procedures for close protection operations in the United Nations.

831. The Protection Coordination Unit comprises the Chief of Unit (P-4), one Security Coordination Officer (P-3) and one Security Coordination Assistant (GS (PI)), funded from the regular budget. In 2007, there was an increase in workload of 46 per cent, with 203 close protection operations, compared to 139 operations in 2006. At the midpoint of the 2008/2009 period, 128 operations had been completed, with a projection of 250 operations by the end of the period, representing a 23 per cent increase in workload compared to 2007. The Unit was required to prioritize the workload in view of this substantial increase, to the extent that the Unit is nearly exclusively occupied with the instances of ad hoc travel by senior United Nations officials. The Unit is currently unable to address the requirements for ongoing reviews of established close protection details in DPKO-directed and DFS-supported missions in a consistent and coherent manner.

832. In this context, it is proposed to establish a post at the P-3 level for a Security Coordination Officer to address the close protection requirements of field missions and coordinate close protection operations for approximately 100 staff members requiring close protection either within peacekeeping missions or visiting missions. The proposed Security Coordination Officer, under the supervision of the Chief of the Unit, would establish and maintain all capacities and functions necessary to ensure systematic and coordinated management of close protection throughout peacekeeping missions; oversee and coordinate the deployment of close protection assets throughout peacekeeping missions and monitor close protection operations; develop, implement and coordinate close protection security response capacity to meet DPKO and DFS operational needs; identify close protection assets to meet

immediate operational needs of the United Nations officials within field missions or visiting field missions; and develop a coherent policy framework and standard operating procedures for close protection operations in peacekeeping missions and special political missions. In the absence of this post, the Unit has only been able to support the close protection requirements of one peacekeeping mission in the past 12 months.

(e) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
Posts	$3 373.8	$688.1	25.6%

833. The provision of $3,373,800 would cover salaries, common staff costs and staff assessment for the 18 continuing posts and 6 proposed new posts. The variance is attributable to increased standard costs and the proposed establishment of new posts, with the application of the projected vacancy rates of 7 per cent and 5.2 per cent to the computation of requirements for the continuing Professional and General Service and Security Service category posts, respectively, and 50 per cent and 35 per cent for the proposed new Professional and General Service and Security Service category posts. The application of the projected vacancy rates used for the continuing Professional and General Service and Security Service category posts to the computation of requirements for the proposed new posts would result in total resource requirements under the above heading in the amount of $3,695,400.

	Cost estimates	*Variance*	
Official travel	$1 086.9	$466.9	75.3%

834. The official travel requirements are described below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Security management reviews	248 700	20 security review reports Security review reports of DFS logistics and communications facilities at UNLB, and a secondary active telecommunications facility in Valencia, Spain
Strategic/operational security assessments	136 800	17 strategic threat assessments, 18 follow-up operational threat assessments and 17 individual threat assessments to support 17 field missions and UNLB
Psychosocial support services	69 100	Deployment of a CISMU counsellor to provide stress management, advice, assessment of the staff's psychosocial well-being and peer helper training in 9 missions

Type of travel	*Amount*	*Output reference*
		Annual psychosocial training and development and harmonization of procedures of support services for 18 staff counsellors in peacekeeping missions
Mission planning/assessment/ consultation (Protection Coordination Unit)	30 000	25 visits to peacekeeping missions in order to assess and provide advice on close protection arrangements
Technical support (Global Warden system)	19 000	Development of an electronic Global Warden IT system to manage the allocation of wardens to zones and to provide peacekeeping personnel with current information about the steps being taken to prepare for crisis situations
Security support field training (Mission Support Unit)	288 000	Security training for 13 peacekeeping missions, security management teams (approximately 340 persons)
Close protection training (Mission Support Unit)	107 900	44 close protection courses for a total of 84 Close Protection officers for field missions
		Annual assessment, selection and specialized training of 48 additional Close Protection Officers
Instructor skills, firearms training (Security and Safety Service)	55 400	Specialized firearms training and qualification to include the Glock 19 pistol, MP5 personal defence weapon, M4 carbine, G36 rifle and other weapon types
Instructor skills, non-lethal training (Security and Safety Service)	29 700	Specialized training of 1,240 security and safety personnel in security awareness that will include the development and delivery of a number of special training modules
Safety and security training (Mission Support Unit)	24 700	Security training — 3 Department of Peacekeeping Operations Senior Mission Leaders courses
Instructor skills, explosives training (Security and Safety Service)	16 400	Specialized training of 1,240 security and safety personnel in security awareness that will include the development and delivery of a number of special training modules
Annual security information management workshop	33 100	Department of Safety and Security security information management course for a total of 20 security information analysts

Type of travel	*Amount*	*Output reference*
Annual DSS-DPKO-DFS security workshop	28 100	Organization and conduct of 1 DSS-DPKO-DFS security training workshop for Chief Security Advisers, Chief Security Officers, Security Advisers and Officers-in-Charge of Security of 16 field missions
Total	**1 086.9**	

835. An amount of $248,700 is proposed for senior staff to visit 14 peacekeeping missions, UNLB and a secondary active telecommunications facility in Valencia, Spain, to conduct security management reviews. The reviews would include inspection and evaluation of compliance with the security plans, as well as updates and modifications to security plans. The amount proposed would also allow senior staff to participate, on the same trip, in training for security management teams at UNLB.

836. An amount of $136,800 is proposed for Senior Security Officers to travel to 11 peacekeeping missions to conduct strategic/operational security assessments.

837. An amount of $69,100 is proposed for the Stress Counsellor in the Critical Incident Stress Management Unit DSS to travel to 10 peacekeeping missions to provide peer helper training and advice to managers on psychosocial mitigating measures, including psychosocial support to mission personnel, team-building, stress management, burnout, coping with change, conflict management, coping with loss and death. The Stress Counsellor would provide tools to promote healing after trauma to individuals and within a group setting.

838. An amount of $30,000 is proposed for the travel of one Security Coordination Officer from the Protection Coordination Unit to coordinate protection arrangements for travel outside the mission area for Heads of Mission and other officials, as required, and provide technical guidance on the establishment, equipping and operational procedures for close protection details in field missions.

839. An amount of $19,000 is proposed for the travel of one Information Technology Officer to UNLB for technical consultation visits in connection with the development of an electronic Global Warden system initiated through OICT.

840. An amount of $288,000 is proposed for two training instructors from the Mission Support Unit to visit 13 missions in order to provide training to mission security officers in the areas of close protection, firearms training and certifications, firearms instructor recertification, skill enhancement training, defensive tactics and security awareness.

841. An amount of $107,900 is proposed for the travel of two Close Protection Training Instructors to conduct four six-week close protection courses for approximately 100 Close Protection Officers serving in field missions. In collaboration with close protection experts, the Department's Training and Development Section has developed a draft close protection training programme in accordance with industry security standards, comprising a 28-day course of intensive, hands-on, operations-focused training. The course curriculum is organized into six modules that cover protection methodology, protection planning, operational

competencies, conduct of operations, medical and post-protection operations. Participants in the training programme who pass all module tests and exercises would meet the standards to obtain certification that qualifies them to serve as Close Protection Officers in the United Nations. The provision includes the travel, terminal costs and daily subsistence allowance for one Mission Support Unit and one Training and Development Section instructor for the duration of each course. The provision for security staff participation, including course fees of $3,393 per staff member, has been included in the field missions' budget proposals. The course fee would cover the cost of training infrastructure and equipment, supplies, ammunition and additional external trainers.

842. An amount of $55,400 is proposed for the travel of training instructors from the Security and Safety Service to participate in instructor skills development training for firearms, which would provide instructors with the certification required to train, qualify and requalify peacekeeping mission armed security officers.

843. An amount of $29,700 is proposed for the travel of training instructors from the Security and Safety Service to participate in instructor skills development training on non-lethal and general security issues, which would provide instructors with the certification required to train, qualify and requalify peacekeeping mission security officers.

844. An amount of $24,700 is proposed for the travel of one staff member to conduct the safety and security training, including an exercise module, at three sessions of the DPKO senior mission leaders' course.

845. An amount of $16,400 is proposed for the travel of six training instructors to participate in a five-day course on improvised explosive devices recognition and response, which would provide instructors with the necessary skills and knowledge to conduct training for security officers in peacekeeping missions and training of Member States-provided protection personnel deployed in high-risk missions.

846. An amount of $33,100 is proposed for the Department of Safety and Security; Threat and Risk Unit Security Information Management Officer and two specialist instructors to travel to UNLB to coordinate and conduct the DSS security information management workshop.

847. An amount of $28,100 is proposed for the travel of the Chief of the Peacekeeping Operations Support Service (POSS), three POSS Security Coordination Officers and six specialist subject instructors to attend the annual peacekeeping mission security training workshop at UNLB and to undergo training in system-wide security risk management methodology.

	Cost estimates	*Variance*	
Facilities and infrastructure	$72.0	$63.0	700.0%

848. The proposed amount of $72,000 would provide for the rental of office equipment, acquisition of office furniture and office supplies for 18 continuing posts and 6 proposed new posts. The variance of $63,000 reflects an increase in requirements for the acquisition of furniture and office supplies for six proposed new posts.

	Cost estimates	Variance	
Communications	$37.2	$12.0	47.6%

849. The estimate of $37,200 under the above heading would provide for commercial communications, at the standard rate derived from the past expenditure patterns, for 18 continuing and 6 proposed new posts, as well as for the acquisition of standard communications equipment (telephone sets). The variance is attributable to the additional requirements related to the proposed new posts.

	Cost estimates	Variance	
Information technology	$85.5	$28.2	49.3%

850. The estimate of $85,500 under the above heading would cover requirements for 18 continuing and 6 proposed new posts and would provide for the maintenance and repair of information technology equipment based on the standard service-level agreements established by ITSD ($37,400) and the support account share ($35,500) of the central information technology infrastructure costs (information storage and backup, application hosting, departmental servers) derived from the past expenditure patterns, as well as for the acquisition of standard information technology equipment for the proposed new posts.

851. The variance is attributable to the additional requirements related to the proposed new posts.

	Cost estimates	Variance	
Other supplies, services and equipment	$523.5	$408.7	356.1%

852. The proposed amount of $523,500 would provide resources to cover the cost of the production of training materials, course fees and supplies related to the Mission Support Unit, security training, firearms training, development of training on non-lethal and general security issues, improvised explosive devices training, the training-of-trainers workshop, the annual security training workshop and the annual security information management workshop.

853. Included is a provision of $435,800 for firearms and ammunition supplies utilized in the proposed close protection training programme. The acquisition of firearms for the start-up of the programme represents a one-time cost, and the ammunition requirements for future close protection courses will be provided for through course fees chargeable to peacekeeping missions. Three types of security officers will be trained for close protection with different supplies requirements: current Close Protection Officers in field missions for whom firearms have not been issued; newly recruited Security Officers deploying to field missions from which the transportation of pistols and personal defence weapons — sub-machine guns — to the training site is difficult and, in some cases, impossible for cross-border customs reasons; and officers in field missions with a new requirement for close protection that did not exist in the same mission previously, whereby firearms may be in the process of procurement.

854. The variance of $408,700 is attributable to the expansion of training programmes, specifically training for Close Protection Officers.

K. Office of Information and Communications Technology

855. OICT was established by the General Assembly in its resolution 63/262 as an independent organizational unit to provide strong, central leadership for the establishment and implementation of Organization-wide ICT standards and activities in order to ensure efficient utilization of resources, modernization of information systems and improvement in the ICT services available to the United Nations. The Office is headed by the Chief Information Technology Officer at the level of Assistant Secretary-General.

856. The Office is responsible for the successful integration of central ICT functions throughout the Secretariat with a view to achieving coherence and coordination in the work of the Organization and between the Secretariat and the funds, programmes and specialized agencies. The General Assembly entrusted the Office with the enterprise resource planning project, whose objective is to enhance the effective and transparent use of the resources of the Organization and, in that regard, it emphasized the need to identify tangible and measurable efficiency and productivity gains arising from the project (resolution 63/262, sect. II). Moreover, the customer relationship management and enterprise content management systems will be developed and implemented under the authority of the Chief Information Technology Officer in order to ensure a coordinated approach to the development of enterprise systems and complementarity between the customer relationship management and enterprise content management systems with the forthcoming enterprise resource planning system (resolution 63/262, sect. III).

857. To strengthen the efficiency and coherence of support provided to the field, and to ensure effective oversight, existing DFS capacities and certain functions performed by DM have been consolidated and assigned to OICT. Resources under the support account were redeployed from DFS and are described in further detail below.

858. The main functions of OICT are to set overall strategic ICT direction for the Organization, plan and coordinate Secretariat-wide ICT activities, and provide enterprise systems and infrastructure. Accordingly, its functions include developing the ICT strategy for the Secretariat and coordination of its implementation; reviewing budgets from all funding sources for all ICT initiatives and operations of the Secretariat; monitoring, measuring and evaluating the performance of ICT units against established goals, objectives and budgetary targets, utilizing accountability frameworks, as appropriate; setting the technological direction and architecture for the Organization; planning and developing all Organization-wide ICT applications, including an enterprise resource planning system and other major systems; planning and developing the overall infrastructure architecture encompassing the communications networks and data centres of the Organization; using the Organization's global presence and ICT infrastructure to develop and operate Secretariat-wide applications and infrastructure in order to maximize benefits and cost-effectiveness; undertaking, in collaboration with other ICT units, ICT research and development activities; overseeing the assessment and management of ICT risks for the Organization; developing and maintaining the information security policy of the Organization and monitoring compliance across operational units; managing the implementation of disaster recovery and business continuity plans for the Organization; coordinating the ICT human resources management programme and activities, including staff development and mobility of all ICT staff in the global

Secretariat; providing business consulting and project management methodologies and services to all ICT units; monitoring, measuring and evaluating the performance and strategic alignment of all projects and investment initiatives in the ICT project portfolio of the global Secretariat; establishing ICT vendor management policies; reviewing and monitoring purchasing and contract renewal activities; and implementing quality assurance processes to ensure that all policies, processes and standards are in compliance.

859. OICT will consist of the following components: (a) Front Office — Office of the Chief Information Technology Officer; (b) Strategic Management Service; (c) Management Support Section; (d) Resource Management Service; (e) Knowledge Management Service; (f) Field Systems Service; and (g) Infrastructure Management Service.

(a) Results-based-budgeting framework

Expected accomplishments	*Indicators of achievement*
3.1 Increased efficiency and effectiveness of peacekeeping operations	3.1 Implementation of IT systems in field missions accessible by 20 per cent of the user base in field missions

Outputs

- Configured and customized Enterprise Information Portal for field mission substantive staff
- Enterprise identity management system as an authoritative source of information on identity of personnel in field missions
- Fuel management system to facilitate the effective management of fuel usage in field missions
- Rations management system to facilitate the effective management of rations provision to formed military units in field missions
- CA Clarity Portfolio Management system for the delivery of projects into the production IT environment at UNLB
- Enterprise content management technologies in support of peacekeeping reporting framework and doctrine and guidance repository projects
- Customer relationship management platform to provide automation solutions for the verification of capacity provided by troop-contributing countries in field missions
- 4 visits to peacekeeping missions to provide on-site technical installation services and support for the Guidance Content Repository solution, the reporting process based on ECM software, the troop-contributing countries' project and CRM client software for telecommunications billing
- 1 assessment of alignment between strategic programmes and the CRM and ECM enterprise information systems in UNIFIL, UNDOF, MONUC, UNAMID, UNMIS, UNMIL and UNOCI
- 1 assessment of interoperability and implementation of integration between 2 applications based on CRM and ECM technologies in field mission setting, specifically in UNIFIL, UNDOF and UNFICYP

External factors

Cooperation of external parties with systems support and implementation.

(b) Human resource requirements

Category	*2008/09*[a]	*2009/10*	*Change*
Professional and above			
Under-Secretary-General	—	—	—
Assistant Secretary-General	—	—	—
D-2	—	—	—
D-1	—	—	—
P-5	—	1	1
P-4	3	5	2
P-3	4	4	—
P-2/P-1	3	3	—
Subtotal	**10**	**13**	**3**
General Service			
Principal level	1	1	—
Other level	1	1	—
Subtotal	**2**	**2**	**—**
Total	**12**	**15**	**3**

[a] Reflects the transfer of 10 posts (3 P-4, 4 P-3, 2 P-2/P-1, 1 GS (OL)) from the Information and Communications Technology Division of DFS and 2 posts (1 P-2, 1 GS (PL)) approved for the Information Technology Services Division, effective 1 January 2009 pursuant to General Assembly resolution 63/262.

(c) Financial resource requirements

(Thousands of United States dollars)

Category	*Expenditures (2007/08) (1)*	*Apportionment*[a] *(2008/09) (2)*	*Cost estimates (2009/10) (3)*	*Variance*	
				Amount (4)=(3)-(2)	*Percentage (5)=(4)÷(2)*
I. Post resources	—	760.0	2 261.2	1 501.2	197.5
II. Non-post resources					
General temporary assistance	—	200.0	1 647.6	1 447.6	723.8
Official travel	—	200.0	674.2	474.2	237.1
Facilities and infrastructure	—	—	100.5	100.5	—
Communications	—	5.0	34.8	29.8	596.0
Information technology	—	12 331.6	13 973.9	1 642.3	13.3

Category	*Expenditures (2007/08) (1)*	*Apportionment*[a] *(2008/09) (2)*	*Cost estimates (2009/10) (3)*	*Variance*	
				Amount (4)=(3)-(2)	*Percentage (5)=(4)÷(2)*
Other supplies, services and equipment	—	—	34.7	34.7	—
Subtotal II	—	**12 736.6**	**16 465.6**	**3 729.0**	**29.3**
Total I and II	—	**13 496.6**	**18 726.8**	**5 230.3**	**38.8**

[a] Reflects the redeployment of $5,017,500 from the Information and Communications Technology Division of DFS and funds approved for the enterprise resource planning project and new primary data centre on the North Lawn, in the amount of $8,479,100, effective 1 January 2009 pursuant to General Assembly resolution 63/262.

(d) Justification of posts

Field Systems Service

Chief (P-5)

860. The rapid growth in global networks and wireless communications, together with major advances in technology, has created ample opportunities for the United Nations to achieve a global and integrated Secretariat and a transparent and better-coordinated ICT environment. While significant progress has been made since the Secretariat launched its ICT strategy in 2002, the absence of an overall strategic management of ICT investments and operations led to disproportionate gaps, largely driven by departmental, regional and local needs, which have been neither effective nor cost-effective for the Organization as a whole. When the Secretary-General outlined his new ICT vision for the Secretariat and presented his comprehensive ICT strategy for the medium term (3 to 5 years), laying the groundwork for maximizing the value of ICT across the global Secretariat, including peacekeeping operations, in his report on the information and communications strategy for the United Nations Secretariat (A/62/793 and Corr.1 and Add.1) in April 2008, he set three goals: (a) work: ICT to be aligned with the mission and work programmes of the Secretariat; (b) people: United Nations personnel and their stakeholders to connect and share knowledge, anytime, anywhere; and (c) resources: institutional resources to be efficiently deployed and utilized.

861. Accordingly, the Secretary-General proposed the transfer of 11 posts funded from the support account (1 P-5, 3 P-4, 4 P-3, 2 P-2, 1 GS (OL)) to the Field Systems Service of the Office of Information and Communications Technology from the Information and Communications Technology Division of DFS, effective 1 January 2009, to address several key strategic technology areas for the field, specifically, in the implementation of the enterprise information portal, fuel and rations management systems, the identity and portfolio management system, the enterprise content management system and the customer relationship management system.

862. In its report of 16 October 2008 on ICT (A/63/487 and Corr.1, para. 29), ACABQ recommended that the transfer of the P-5 post be deferred until the structural reviews of Secretariat-wide ICT units had been completed given the existing capacity of the Information Technology Services Division, 13 posts, and expressed the view that the transfer of the proposed P-5 post would weaken the

management structure of the Information and Communications Technology Division of DFS, supported by only two posts at the P-5 level.

863. Subsequently, in the context of its review of the Organization's information and communications strategy, the General Assembly endorsed the view of the Advisory Committee and requested the Secretary-General to ensure that the centralization and integration of the information and communications technology functions in the Office of Information and Communications Technology did not have any negative impact on the support provided to field operations worldwide (resolution 63/262, sect. I, para. 7).

864. Consequently, 10 posts funded from the support account (3 P-4, 4 P-3, 2 P-2, 1 GS (OL)) were transferred to the Field Systems Service of the Office of Information and Communications Technology. However, the Service is left without a Chief to oversee, monitor and guide the implementation of large-scale complex enterprise systems for peacekeeping operations in the field since it has proven impossible to redeploy one of the existing regular budget-funded posts at the P-5 level without compromising existing General Assembly-mandated programmes. In this context, it is proposed to establish a post at the P-5 level for the Chief of the Field Systems Service.

865. Given the critical role of the Field Systems Service in providing backstopping support to ICT personnel in peacekeeping operations by consolidating application needs in the field, developing and leveraging common solutions, which can be broadly implemented in the peacekeeping operations, a Chief at the P-5 level is required to lead the process of actively reducing the number of legacy systems in the Organization, migrate essential information and data to new enterprise systems while ensuring that there are adequate levels of logging, verification and accountability tracking built into the systems, and furthermore, that these planned enterprise systems integrate seamlessly to allow a single authoritative version of information in the Organization.

866. In particular, the Chief would focus on ensuring that the performance of the systems is adequate for field missions and that high value resources such as bandwidth and servers are used optimally by providing the highest level of quality and user experience at the lowest possible cost to the Organization; would be required to coordinate system analysis and application development activities through direct and indirect staff; and would direct development teams in the areas of scheduling, technical direction, future planning and standard development practices.

Strategic Management Service

Information Systems Officer (P-4); Customer Support Analyst (P-4)

867. Given the current state of fragmentation among ICT programmes and services in the Secretariat, as stated in the Secretary-General's ICT strategy (A/62/793, para. 15), the Office of the Chief Information Technology Officer has launched two initiatives to achieve coherence and eliminate duplication and fragmentation of ICT: (a) establishment of a Project Management Office within the Strategic Management Service; and (b) strengthening and expansion of the client service function.

868. The Project Management Office would provide consulting and project management services related to ICT, including portfolio management, process re-engineering and support for project management methodology, business case

development and project review. All new major ICT projects, whether customized systems or the result of acquisition of software packages, would be subject to review by the Office to ensure proper strategic direction and coherence across the Organization and would include benefit analysis and return on investment.

869. While the General Assembly approved the transfer of 10 support account-funded posts (3 P-4, 4 P-3, 2 P-2, 1 GS (OL)) from DFS to the Field Systems Service of OICT to address several key strategic technology areas for the field, these positions will focus on consolidating application needs in the field, develop and leverage common solutions, which can be broadly implemented in the peacekeeping operations and include enterprise systems such as portal implementation, fuel and rations management, identity and portfolio management, enterprise content management and customer relationship management.

870. In order to achieve coherence and eliminate duplication and fragmentation of ICT, it is important that a dedicated Project Management Office team be established. Accordingly, it is proposed to establish a post at the P-4 level for a Project Management Officer to provide assistance to ICT staff in peacekeeping operations with the preparation of project business cases, and the PRINCE2 project management methodology tools, and to facilitate the presentation of the case to the Chief Information Technology Officer for endorsement and, subsequently, with the support of the Chief Information Technology Officer, its submission to the appropriate steering committee for approval.

871. The client service function was established to understand operational needs and priorities and support the provision of effective ICT solutions for the user community (department, offices and peacekeeping operations), and to ensure accountability, as each client service manager will be accountable and responsible for the full range of ICT programmes and services available, including continuous customer satisfaction for all respective clients. This responsibility includes defining service level, service agreements and establishing processes to identify, track, escalate, resolve and report customer problems; jointly, with the customer, defining standards and measures for quality and customer satisfaction requirements; analysing the technical performance and reliability of products, systems and services against identified industry standards to ensure customer satisfaction; and being responsible for developing and implementing technical service restorations and troubleshooting procedures for identifying, testing and diagnosing computer system and peripheral equipment faults. In this context, it is proposed to establish a post at the P-4 level for a Customer Support Analyst with the necessary expertise in this field to set up a dedicated client services team to provide the necessary support for all peacekeeping operations worldwide.

(e) Analysis of resource requirements[1]

	Cost estimates	*Variance*	
Posts	$2 261.2	$1 501.2	197.5%

872. The provision of $2,261,200 would cover salaries, common staff costs and staff assessment for 12 continuing posts and 3 proposed new posts. The variance is attributable to the transfer of 12 approved posts effective 1 January 2009, with the corresponding resources equivalent to six months' requirements, increased standard costs and the proposed establishment of new posts, with the application of the

projected vacancy rates of 7 per cent and 5.2 per cent to the computation of requirements for the continuing Professional and General Service category posts, respectively, and 50 per cent for the proposed new Professional category posts. The application of the projected vacancy rates used for the continuing Professional and General Service category posts to the computation of requirements for the proposed new posts would result in total resource requirements under the above heading in the amount of $2,561,900.

	Cost estimates	*Variance*	
General temporary assistance	$1 647.6	$1 447.6	723.8%

873. The provision in the total amount of $1,647,600 would cover the general temporary assistance requirements of the Field Systems Service as detailed below.

ECM Project Coordinator, DPKO reporting project (P-5 for 12 months); CRM Project Coordinator, troop contribution management project (P-5 for 12 months); CRM Project Coordinator, peacekeeping telecommunications billing (P-4 for 12 months); CRM developer, peacekeeping telecommunications billing (P-3 for 12 months); CRM developer, troop contribution management project (P-3 for 12 months); and ECM developer, guidance content repository project (P-3 for 12 months)

874. The Field Systems Service will implement enterprise content management technology to address peacekeeping reporting process automation, replacement of the existing guidance content repository and enhancement of collaboration capabilities throughout field missions, as proposed in the Secretary-General's report on enterprise systems for the United Nations Secretariat worldwide (see A/62/510/Rev.1). Specific functions that need to be performed include project coordination and project management, support for the migration of users and data from existing legacy systems to the new platform, an analysis effort that would clarify the detailed requirements of field missions and the formulation of technical specifications. It is proposed in this connection to establish two general temporary assistance positions, one at the P-5 level for 12 months and one at the P-3 level for 12 months, specialized in taxonomy, business analyst/project management, system development and technical analysis for the following ECM system projects: peacekeeping reporting and peacekeeping doctrine projects; peacekeeping reporting process automation project; peacekeeping guidance content repository project; and the peacekeeping share of costs in connection with the ECM governance project.

875. The CRM system would facilitate a common integrated means of managing services. Two projects have been identified as having significant benefit for the Organization in the area of service management; they relate to the management of troop contributions and the use and billing of telecommunications services. The troop contributors operate in missions using contingent-owned equipment to support mission mandates. The reimbursement of contingent-owned equipment is a complex process requiring verification of the use of contingent-owned equipment in support of the mission, and ultimately the reimbursement. Similarly, the telecommunications billing process requires several levels of engagement. The proposed CRM solution would automate these processes and ensure that information moves transparently through the Organization.

876. Specific functions would include project coordination and project management, migration of data from existing systems to the new CRM system, analysis of the integration between the CRM system and other enterprise systems, such as ECM and the enterprise resource planning system. Furthermore, as both projects described are directly related to finance systems, integration with the existing finance systems and security requirements would need to be addressed. Accordingly, to support the management of services related to contingent-owned equipment, it is proposed to establish two general temporary assistance positions, one at the P-5 level for 12 months and one at the P-3 level for 12 months. To support the telecommunications service management project, it is proposed to establish two general temporary assistance positions, one at the P-4 level for 12 months and one at the P-3 level for 12 months.

Enterprise Identity Management System Technical Analyst (P-3 for 10 months)

877. The implementation of the enterprise identity management system, for which resources were approved in the 2008/09 budget period, is a necessary prerequisite to the planned implementation of other enterprise systems, including CRM, ECM and the Enterprise Information Portal. For peacekeeping operations, the system, which would support secure and effective identity management, would be extended to provide enhanced information on location of personnel inside the mission area. It is proposed in this connection to establish a general temporary assistance position at the P-3 level for 10 months to perform the functions of project management leadership, including oversight of specialized technical resources, to ensure that project deliverables are met in accordance with project timelines and in adherence to established ICT security standards, policies and quality controls in connection with the enterprise identity management system being implemented Secretariat-wide.

Systems Analyst, fuel management system (P-3 for 10 months); Project Manager, fuel management system (P-4 for 10 months)

878. The fuel management system, for which resources were approved in the 2008/09 budget period, will make possible the automation, management and monitoring of fuel in field missions. The system will optimize the Department's fuel management capacity and mitigate wastage and loss by enhancing control and visibility. The proposed system will facilitate effective review of the performance of vendors, as well as their compliance with contracts, which will in turn support Procurement Service negotiations on new contracts. The Field Systems Service will manage the coordination and configuration of the system to meet functional requirements and support the deployment of the system in all peacekeeping field missions. Accordingly, it is proposed to continue a general temporary assistance position at the P-3 level for 10 months in order to support the extension of the system to include specialized fuel hardware as well as to establish interoperability and integration with the proposed ERP. It is proposed to establish a general temporary assistance position at the P-4 level for 10 months to perform the functions of project management leadership, including oversight of specialized technical resources, to ensure that project deliverables are met in accordance with project timelines and in adherence to established ICT standards, policies and quality controls.

879. The variance under the above heading is attributable to the proposed establishment of six additional general temporary assistance positions, to which a

projected vacancy rate of 7 per cent (Professional category) has been applied in the computation of estimated costs.

	Cost estimates	*Variance*	
Official travel	$674.2	$474.2	237.1%

880. The official travel requirements are detailed below.

(United States dollars)

Type of travel	*Amount*	*Output reference*
Technical support (ECM and CRM roll-out)	512 000	ECM technologies in support of peacekeeping reporting framework and doctrine and guidance repository projects CRM platform to provide automation solutions for the verification of capacity provided by troop-contributing countries in field missions
Mission planning/assessment/consultation	100 400	4 visits to peacekeeping missions to provide on-site technical installation and support for the Guidance Content Repository solution, reporting process based on ECM software, troop-contributing countries project and CRM client software for telecommunications billing 1 assessment of alignment between strategic programmes and the CRM and ECM enterprise information systems in UNIFIL, UNDOF, UNSCO, MONUC, UNAMID, UNMIS, UNMIL and UNOCI 1 assessment of interoperability and implementation of integration between 2 applications based on CRM and ECM technologies in field mission setting, specifically in UNIFIL, UNDOF and UNFICYP
Technical support (Clarity Portfolio Management system)	33 600	CA Clarity Portfolio Management system for the delivery of projects into the production IT environment at UNLB
Seminars/conferences/workshops	14 600	Attendance at the CeBIT and Gartner/Technology for the Enterprise and Design conferences

Type of travel	*Amount*	*Output reference*
Seminars/conferences/workshops — training	13 600	11 information and communications management and technology training courses attended by Information Technology Officers
Total	**674 200**	

881. An amount of $512,000 is proposed for the travel of Information System Officers to provide technical support for the roll-out of the troop-contributing countries' project, telecommunications billing project, a unified and adaptable reporting process based on the ECM software and guidance content repository solution. These initiatives are built on the ECM and CRM enterprise technologies defined in the report of the Secretary-General (A/62/510/Rev.1) and are distinct systems that would be implemented in a manner that allows seamless integration between all the systems proposed.

882. The proposed amount of $100,400 would provide for the travel of Information System Officers to perform assessments of alignment between strategic programmes and information systems delivery, including planning related to the deployment of enterprise systems at UNIFIL, UNDOF, MONUC, UNAMID and UNMIS; assessments of the interoperability of legacy systems with enterprise technologies at UNIFIL, UNDOF and UNFICYP; performance optimization of enterprise systems at UNIFIL and UNOMIG; predeployment planning and preparation for the fuel management system at MONUC, UNAMID and UNMIS; and identity management requirements determination at MONUC, UNMIL, UNAMID and UNMIS; and integration planning for the rations management system at MONUC and UNMIS.

883. An amount of $33,600 is proposed for travel of four staff members to establish procedures and processes related to the use of the CA Clarity Portfolio Management system in delivering projects into the production IT environment at UNLB. The Clarity system would facilitate the effective management of complex project activities in field missions.

884. An amount of $14,600 is proposed for travel of one staff member to attend the CeBIT and Gartner/Technology for the Enterprise and Design conferences. The CeBIT is the principal annual technology exposition where the majority of mainstream vendors in all areas of information and communications technology are represented. The particular operating environment of peacekeeping missions necessitates a broad awareness of technology as well as the creative application. In this regard, the CeBIT conference provides access to a wide range of technologies that can potentially enhance ICT for peacekeeping operations. The Gartner/Technology for the Enterprise and Design conference brings together various organizations and their experiences in developing and maintaining disaster-response capabilities, providing access to highly specialized subject matter and information that is applicable to ICT systems and technologies for peacekeeping operations.

885. An amount of $13,600 is proposed for the travel of five staff members to attend management and technology courses covering topics in business process management; offshore contractual services management; workflow management and optimization; portal — planning, implementation and security management;

portal — social computing and collaboration; effective management for software provisioning; identity management — planning and implementation; integration — legacy systems and enterprise systems; application life cycle management; emerging technologies; and portfolio management. These courses would support the development of staff in the context of the evolving technology environment and would support technology implementation within the Organization that is in accordance with industry best practices.

886. The variance of $474,200 reflects requirements for the recent establishment of the Office of Information and Communications Technology for which resources were not budgeted in 2008/09.

	Cost estimates	*Variance*	
Facilities and infrastructure	$100.5	$100.5	—

887. The proposed amount of $100,500 would provide for the rental of office equipment, acquisition of office furniture and office supplies for 12 continuing posts and 9 proposed new posts and general temporary assistance positions. Included is an amount of $90,000 to cover office furniture costs for newly proposed posts and general temporary assistance positions at the standard rate. The variance of $100,500 reflects requirements for the recent establishment of the Office of Information and Communications Technology for which resources were not budgeted in 2008/09.

	Cost estimates	*Variance*	
Communications	$34.8	$29.8	596.0%

888. The estimate of $34,800 under the above heading would provide for commercial communications, at the standard rate derived from the past expenditure patterns, for 12 continuing and 9 proposed new posts and general temporary assistance positions, as well as for the acquisition of standard communications equipment (telephone sets). The variance is attributable to the additional requirements related to the proposed new posts and general temporary assistance positions and resource requirements for the recent establishment of the Office of Information and Communications Technology for which resources were not budgeted in 2008/09.

	Cost estimates	*Variance*	
Information technology	$13 973.9	$1 662.3	13.5%

889. The total estimate of $13,973,900 under the above heading would cover requirements for the IT projects in the amount of $13,899,700 and requirements for 12 continuing and 9 proposed new posts and general temporary assistance positions in the amount of $74,200.

890. The amount of $74,200 would provide for the maintenance and repair of information technology equipment based on the standard service-level agreements established by ITSD ($32,800) and the support account share ($25,500) of the central information technology infrastructure costs (information storage and backup, application hosting, departmental servers) derived from the past expenditure

patterns, as well as for the acquisition of standard information technology equipment ($15,900) for the proposed new posts and positions.

891. The information systems landscape is driven by both the business needs of the Organization and technology drivers. As indicated by the Secretary-General in his report on the information and communications strategy for the United Nations Secretariat (A/62/793 and Corr.1 and Add.1), the Organization has committed to move towards a coherent, harmonized set of information technology systems. Three systems have been identified as the critical automation keystones: the ERP system, the ECM system; and the CRM system. Each of these systems supports the effective and efficient management of core business areas. Enterprise resource planning supports the management of the Organization's human, financial and material resources; enterprise content management supports the management of the entire life cycle of various forms of informational content that the Organization uses; and customer relationship management supports the management of services. These three primary systems form the core of an effective information systems landscape and are addressed in detail in the report of the Secretary-General entitled "Information and communications technology: enterprise systems for the United Nations Secretariat worldwide" (A/62/510/Rev.1) and approved by the General Assembly in its resolution 63/262.

892. All additional systems that have been proposed for the 2009/10 budget period would interoperate and integrate with the ERP, ECM and CRM systems. Specifically, the fuel management and rations management systems are niche systems, part of a continuing initiative from the 2008/09 budget period, that support the management of specialized resources or commodities and would therefore interoperate with both the ERP and CRM systems. Integration with the ERP system would facilitate the management of fuel and rations as part of the larger supply chain, whereas integration with the CRM system would facilitate fuel and rations operations from the service provision perspective. The enterprise information portal is a continuing initiative from the 2008/09 budget period that will consolidate the wide range of systems and present them in a unified and logical way. The proposed portal is designed to provide a single access point for users, one that could provide access to information based on the specific role and needs of a particular user. The portal system would interoperate seamlessly with the ERP, CRM and ECM systems and would not overlap with them in terms of functionality; rather, it would present the systems coherently and customized for the users' functional role. In order to function effectively, the systems proposed require that a single authoritative source of information be available; this authoritative information on identity would be managed using, and contained in, the proposed enterprise identity management system. All of the systems mentioned would require a single authoritative source of information that uniquely identifies United Nations personnel. In support of this important prerequisite, a provision has been included for the continuation of the enterprise identity management system.

893. In this context, an amount of $13,899,700 would provide for the acquisition of specialized information technology services and equipment necessary to support the United Nations IT infrastructure as detailed below. Of the proposed provision, $3,065,000 is related to specialized IT services, equipment and software transferred during the 2008/09 period from the ICT Division of DFS to be maintained by OICT as continuing IT initiatives in the 2009/10 budget period.

894. The amount of $2,242,000 would cover the increased requirements for software licences and fees in connection with the expansion of the pool of registered users; as the number of peacekeeping personnel increases, so do requirements for the existing systems and software applications such as the rations systems ($220,000), fuel management system ($240,000), the enterprise identity management system ($190,000) and the new systems approved by the Assembly in its resolution 63/262, namely, the ECM system ($995,000) and the CRM system ($597,000).

895. Acquisition of special information technology equipment and software applications in the amount of $8,542,000 is proposed. Included in this amount are software packages which are required by the Organization to maintain and support existing and new software and systems. The requirements include the enterprise information portal ($375,000), enterprise identity management software ($200,000), and the new systems, ECM software ($4,986,000) and CRM software ($2,981,000).

896. Provision is also made for external contractual information technology services in a total amount of $3,115,700, as detailed below.

897. An amount of $575,000 is proposed for the enterprise Information Portal. The information portal is an enterprise initiative which would provide a mechanism that would allow DPKO and DFS personnel to access information that they require. The concept leverages a single authoritative record of the DPKO and DFS user base, recognizes the individual roles of DPKO and DFS personnel and serves customized and relevant information to users. As a platform for content and systems integration, the portal would empower personnel, Member States as well as partner organizations by offering self-service access to integrated information, data, knowledge and applications. The portal solution would provide knowledge users with a single entry point to the array of information available and make available to DPKO and DFS personnel only the information that is relevant to them and that they are authorized to access. The portal would act as a central mechanism for information and knowledge management. This system would foster a sense of community throughout DFS and DPKO as well as the Organization and field missions by leveraging several collaboration technologies, such as shared workspaces, instant messaging and social networking. The proposed funding would facilitate the requirements configuration, customization and implementation of a larger scale deployment to all field missions for key functional areas of peacekeeping. Significant effort related to security and access management is envisaged as a precursor to a wider deployment. This is a continuing project approved in the context of the 2008/09 budget.

898. An amount of $300,000 has been proposed for the enterprise identity management system and single sign-on. The Field Systems Service is continuing to work in tandem with DSS to streamline organizational identity management. The implementation of the enterprise identity management system is being coordinated with the larger effort being undertaken for all the departments and offices of the Secretariat. It is envisaged that a single authoritative repository of user information would be established to provide the Organization with definitive detail on the location of personnel in field missions, thereby supporting the missions operationally and the safety and security of field personnel. The system would be used as the single source of information for event notification and alert systems. The Field Systems Service would manage the planning and implementation of an

identity management system to all field missions. Furthermore, the system would be integrated with enterprise systems such as ECM, CRM and the enterprise information portal. This is a continuing project approved in the context of the 2008/09 budget.

899. The amount of $155,000 would cover the fuel management system, enhancements and support. Provision is made for a system that is envisaged to automate, manage and monitor fuel usage in field missions. The system would optimize the Department's fuel management capacity in field missions and mitigate wastage and loss by enhancing control and visibility. The proposed system would further facilitate effective review of the performance of vendors, as well as their compliance with contracts, which would in turn support Procurement Service negotiations on new contracts. This is a continuing project approved in the context of the 2008/09 budget.

900. An amount of $170,000 is proposed for the rations management system, enhancements and support. Provision is made for the automation, management and monitoring of rations management in field missions. The proposed funding requirement is to facilitate configuration of the system to meet new functional requirements as well as to support the deployment of the system in peacekeeping missions. This is a continuing project approved in the context of the 2008/09 budget.

901. The amount of $664,200 is proposed for enterprise content management. The ECM system would serve as the authoritative system for the management of content for the Secretariat and field missions. Enterprise content management addresses information assets typically referred to as "unstructured information". Software and equipment required for the implementation of enterprise content management throughout the Organization, including DPKO- and DFS-specific projects, were approved by the General Assembly in its resolution 63/262. In addition to resources needed to acquire and maintain the software and equipment, some contractual services are required to build capacity in field missions in order to install, support, configure and troubleshoot the systems. Training would be provided using onsite and remote Web-based training to support end-users to adopt the ECM system and to ensure an efficient migration from existing legacy applications.

902. The provision of $451,500 would cover customer relationship management. The Organization would implement the customer relationship management system in two priority areas to provide automation solutions for the management of troop contributions and peacekeeping telecommunications support. These solutions would also include support for the migration of users and data from existing legacy systems to the new customer relationship management platform. Software and equipment required for the implementation of customer relationship management throughout the Organization, including DPKO- and DFS-specific projects, were approved by the General Assembly in its resolution 63/262. In addition to resources needed to acquire and maintain the software and equipment, some contractual services are required to cover training requirements during the implementation of the customer relationship management system. This would be used for knowledge transfer capacity to provide staff members with the necessary skills sets to configure the system, address future requirements and adjust the system for new policies and procedures as necessary.

903. In the light of the increasingly hazardous environment in peacekeeping field missions, a global warden system ($160,000) would provide a harmonized approach to support the safety and security of peacekeeping personnel in the field. Currently, over 1,600 international security professionals and 2,100 national security staff are deployed throughout the following peacekeeping operations: UNMIK, UNIFIL, UNOCI, UNMIL, UNIOSIL, MINUSTAH, UNOMIG, MONUC, UNMIS, UNAMID and MINURCAT. The Department of Safety and Security provides safety and security services to approximately 110,000 peacekeeping personnel. The system will specifically manage the allocation of wardens to zones and provide peacekeeping personnel with current information about the steps being taken to prepare for crisis situations. The system would ensure that all staff members and any dependants are briefed on security measures in place at the mission; and that appropriate arrangements are in place for the security of staff members (that is, training in security concerns, evacuation readiness and registration in required systems). It would also ensure the conduct of security surveys of residential areas and premises; and the preparation and planning of responses to crisis situations. An effective warden system requires up-to-date and accurate information on security zones, location and presence of personnel in mission, collection and evacuation locations and situational awareness. The development phase would involve an analysis of requirements and assessment of existing systems used by peacekeeping missions with a view to delivering a standard warden system for the field that provides an authoritative and comprehensive set of information on personnel.

904. Galaxy ($640,000) continues to act as the Organization's enterprise recruitment system until a migration can be achieved with the Talent Management system. The need for a transitional period is anticipated in the operation of the two systems, as well as a significant support requirement arising from ongoing operational support and the need to undertake data transfer and migration. Continued operation, maintenance and support of the Galaxy system are essential to ensure that the Organization is able to continue to undertake recruitment and associated human resources functions in an automated and efficient manner. It is anticipated that a need for Galaxy support will continue through the 2009/10 budget period.

905. Resources for the continuing information and communications technology initiatives in the amount of $3,852,500 were transferred in the 2008/09 budget period to the Field Systems Service of OICT from the ICT Division of DFS, and funds approved for the enterprise resource planning project and new primary data centre on the North Lawn, in the amount of $8,479,100, effective 1 January 2009. These resources, in the amount of $3,852,500, included the transfer of the following related systems: the enterprise information portal; the enterprise identity management system; Galaxy; and the rations and fuel management systems.

	Cost estimates	*Variance*	
Other supplies, services and equipment	$34.7	$34.7	—

906. The proposed amount of $34,700 would provide resources to cover the cost of course fees for management and information technology training. The variance reflects requirements for the recent establishment of the Office of Information and Communications Technology, for which resources were not budgeted in the 2008/09 budget period.

V. Financing of the support account for peacekeeping operations for the period from 1 July 2006 to 30 June 2007

907. In its resolution 60/268, the General Assembly decided to maintain, for the financial period from 1 July 2006 to 30 June 2007, the funding mechanism for the support account used for the 2005/06 period, as approved in paragraph 3 of its resolution 50/221 B; and also decided that the balance of the approved support account requirements in the amount of $161,676,300 (after the application of the support account unencumbered balance and other income from the 2004/05 period) be prorated among the budgets of the active peacekeeping operations for the financial period from 1 July 2006 to 30 June 2007.

908. The General Assembly, in its resolutions on the financing of active peacekeeping operations for 2006/07, appropriated the balance of support account requirements for the same period in the amount of $161,739,100. The appropriation reflected in the individual peacekeeping operations financing resolutions was based on the information provided in the note by the Secretary-General on the financing of the support account for peacekeeping operations and UNLB (A/C.5/60/31), in which the amount to be prorated for the support account among the budgets of the active peacekeeping operations was overstated by $62,800.

909. Accordingly, the amount of $62,800 can be utilized for the financing of support account requirements for 2009/10.

VI. Action to be taken by the General Assembly

910. The actions to be taken by the General Assembly are as follows:

(a) To approve the support account requirements in the amount of $324,447,100 for the 12-month period from 1 July 2009 to 30 June 2010;

(b) To apply the unencumbered balance of $8,059,100 in respect of the financial period from 1 July 2007 to 30 June 2008 to the support account requirements for the period from 1 July 2009 to 30 June 2010;

(c) To apply the total amount of $6,997,200, comprising interest income ($3,248,500), other income ($245,900) and cancellation of prior-period obligations ($3,502,800), to the support account requirements for the period from 1 July 2009 to 30 June 2010;

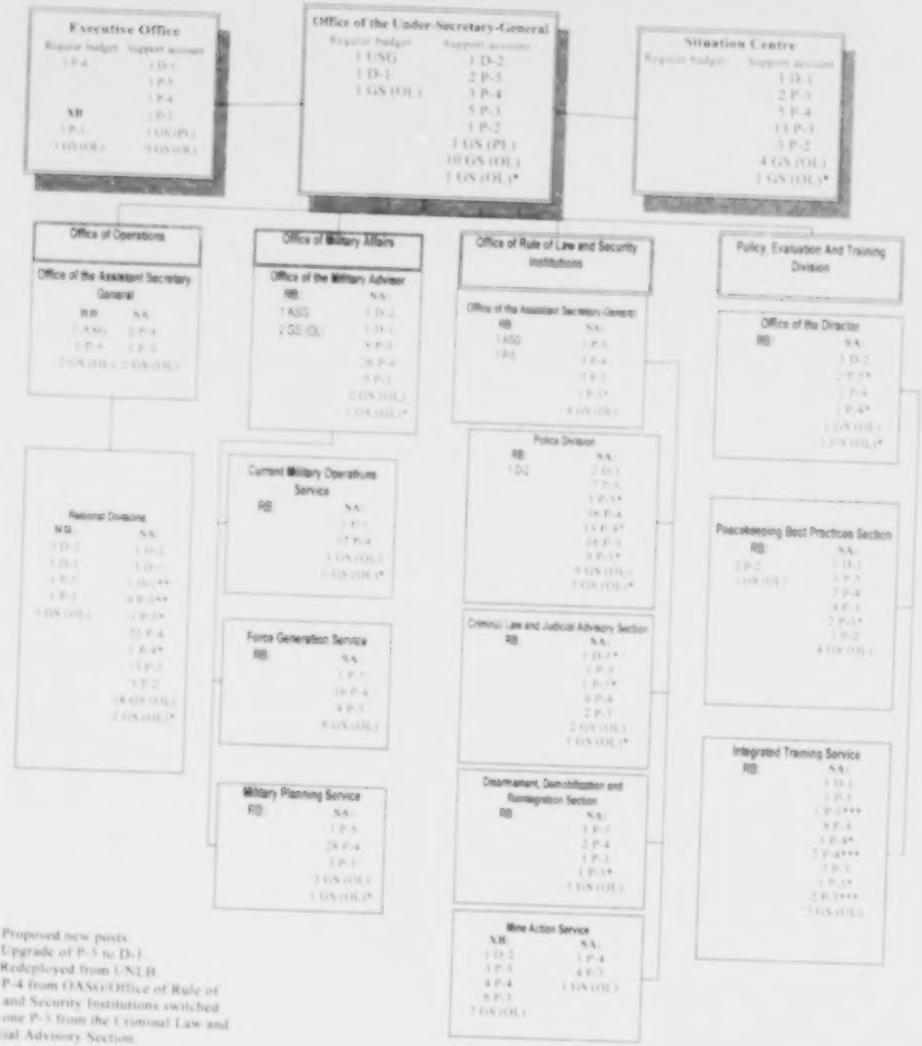
(d) To apply the excess of the authorized level of the Peacekeeping Reserve Fund in respect of the financial period ended 30 June 2008 in the amount of $7,322,600 to the support account requirements for the period from 1 July 2009 to 30 June 2010;

(e) To apply the amount of $62,800 representing the excess of the appropriation for the support account requirements for the period from 1 July 2006 to 30 June 2007 to the support account requirements for the period from 1 July 2009 to 30 June 2010;

(f) To prorate the balance of $302,005,400 among the budgets of the active peacekeeping operations for the financial period from 1 July 2009 to 30 June 2010.

Annex I

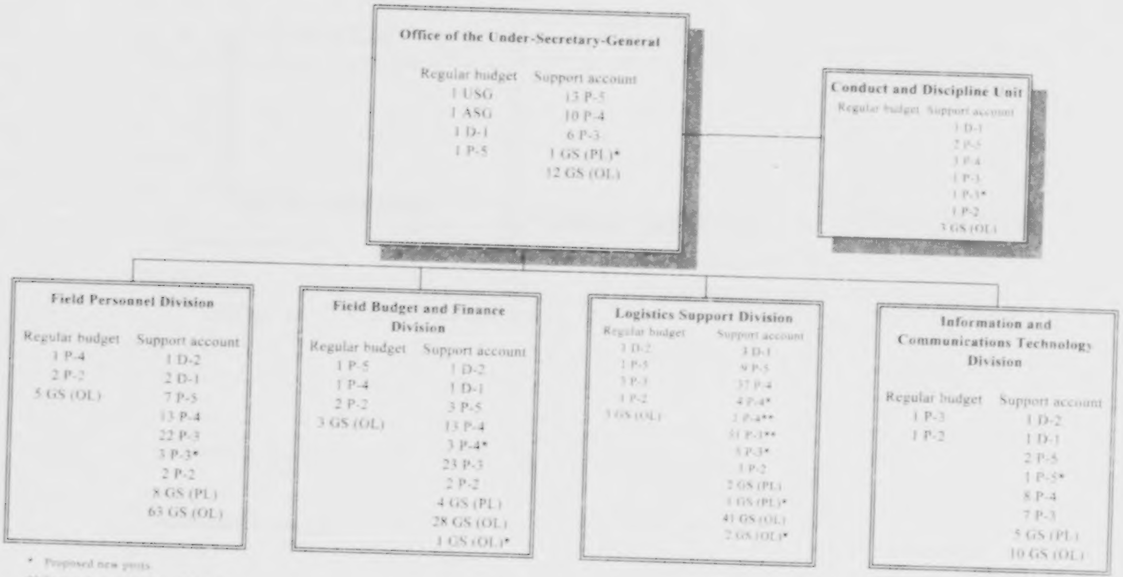
Proposed staffing of the Department of Peacekeeping Operations for the period from 1 July 2009 to 30 June 2010


Executive Office
Regular budget
Support account
XB
Office of the Under-Secretary-General
Regular budget
Support account
1 USG
1 D-1
1 GS (OL)
1 D-2
2 P-5
3 P-4
5 P-3
1 P-2
1 GS (PL)
10 GS (OL)
1 GS (OL)*
Situation Centre
Regular budget
Support account
1 D-1
2 P-5
5 P-4
13 P-3
3 P-2
4 GS (OL)
1 GS (OL)*
Office of Operations
Office of the Assistant Secretary General
RB
SA
Regional Divisions
RB
SA
Office of Military Affairs
Office of the Military Adviser
RB
SA
1 ASG
2 GS (OL)
Current Military Operations Service
RB
SA
Force Generation Service
RB
SA
Military Planning Service
RB
SA
Office of Rule of Law and Security Institutions
Office of the Assistant Secretary-General
RB
SA
1 ASG
Police Division
RB
SA
1 D-2
Criminal Law and Judicial Advisory Section
RB
SA
2 P-3
Disarmament, Demobilization and Reintegration Section
RB
SA
2 P-4
Mine Action Service
XB
SA
Policy, Evaluation And Training Division
Office of the Director
RB
SA
1 D-2
Peacekeeping Best Practices Section
RB
SA
Integrated Training Service
RB
SA

* Proposed new posts.
** Upgrade of P-5 to D-1.
*** Redeployed from UNLB.
One P-4 from OASG/Office of Rule of Law and Security Institutions switched with one P-3 from the Criminal Law and Judicial Advisory Section.

Annex II

Proposed staffing of the Department of Field Support for the period from 1 July 2009 to 30 June 2010

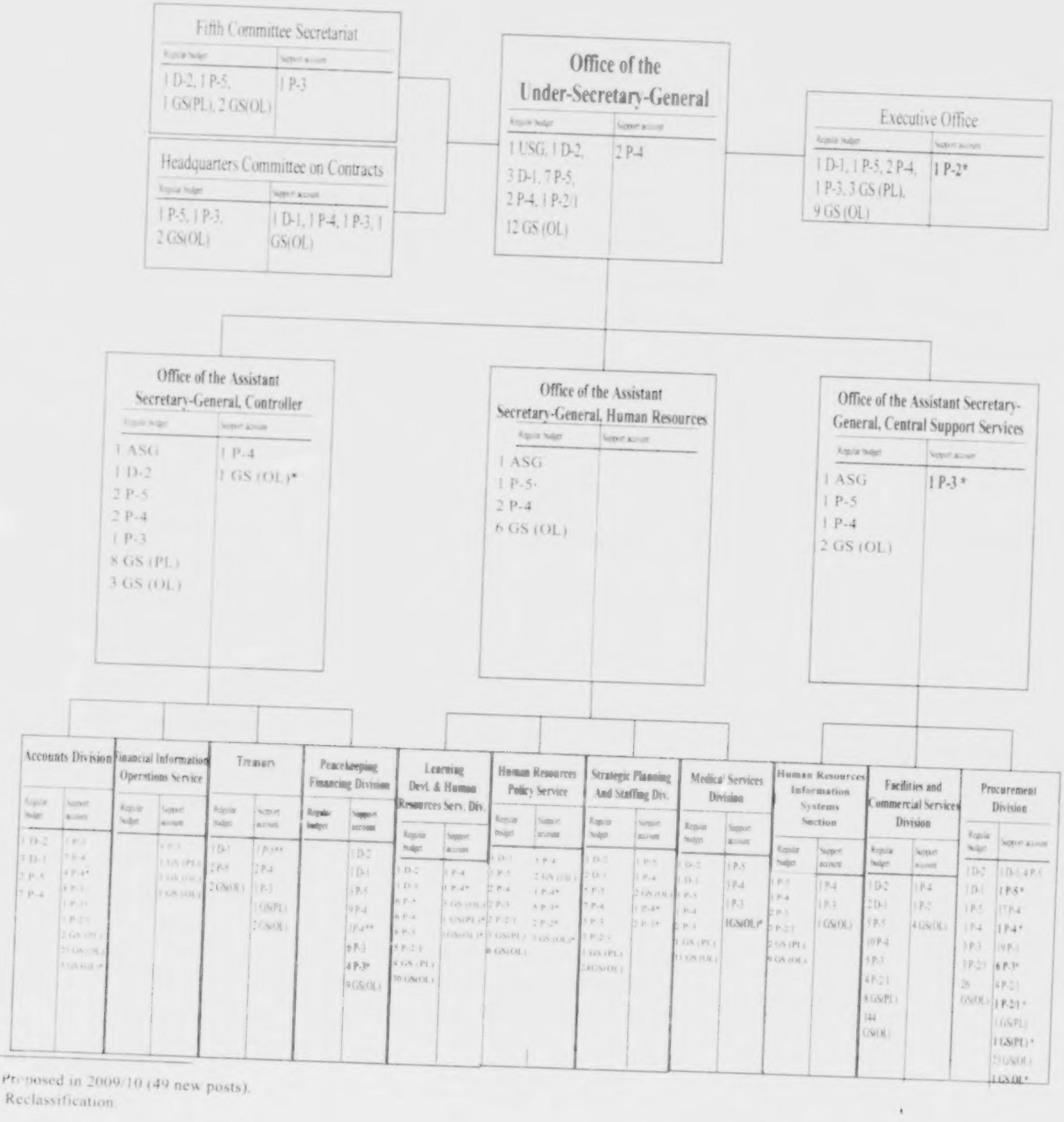

Office of the Under-Secretary-General
Regular budget
1 USG
1 ASG
1 D-1
1 P-5
Support account
13 P-5
10 P-4
6 P-3
1 GS (PL)*
12 GS (OL)
Conduct and Discipline Unit
Regular budget
Support account
1 D-1
2 P-5
3 P-4
1 P-3
1 P-3*
1 P-2
3 GS (OL)
Field Personnel Division
Regular budget
1 P-4
2 P-2
5 GS (OL)
Support account
1 D-2
2 D-1
7 P-5
13 P-4
22 P-3
3 P-3*
2 P-2
8 GS (PL)
63 GS (OL)
Field Budget and Finance Division
Regular budget
1 P-5
1 P-4
2 P-2
3 GS (OL)
Support account
1 D-2
1 D-1
3 P-5
13 P-4
3 P-4*
23 P-3
2 P-2
4 GS (PL)
28 GS (OL)
1 GS (OL)*
Logistics Support Division
Regular budget
1 D-2
1 P-5
3 P-3
1 P-2
3 GS (OL)
Support account
3 D-1
9 P-5
37 P-4
4 P-4*
1 P-4**
31 P-3**
5 P-3*
1 P-2
2 GS (PL)
1 GS (PL)*
41 GS (OL)
2 GS (OL)*
Information and Communications Technology Division
Regular budget
1 P-3
1 P-2
Support account
1 D-2
1 D-1
2 P-5
1 P-5*
8 P-4
7 P-3
5 GS (PL)
10 GS (OL)

* Proposed new posts

** Proposed upgrade of one P-3 to P-4

Annex III

Proposed staffing of the Department of Management for the period from 1 July 2009 to 30 June 2010

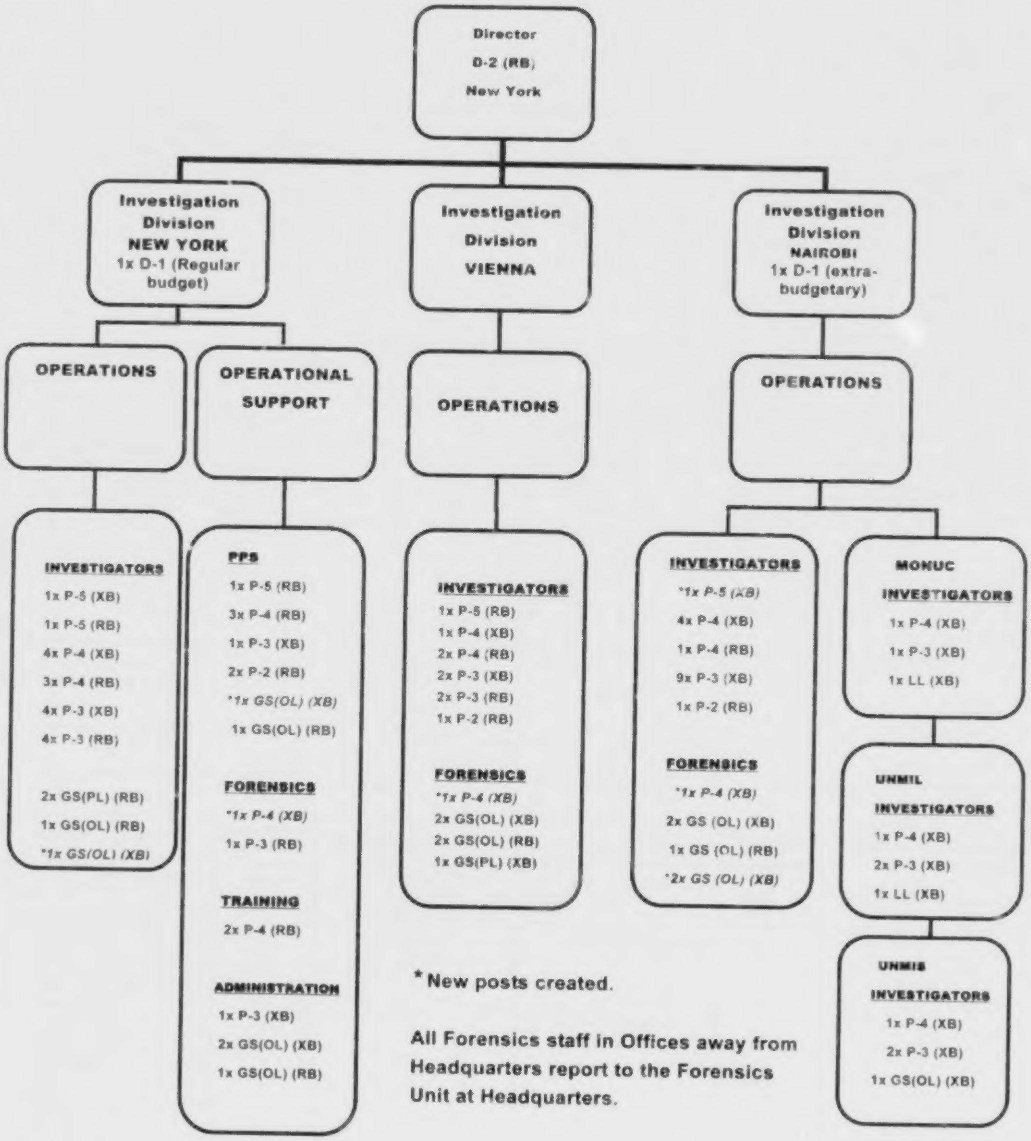

Fifth Committee Secretariat
Regular budget
Support account
1 D-2, 1 P-5, 1 GS(PL), 2 GS(OL)
1 P-3
Headquarters Committee on Contracts
Regular budget
Support account
1 P-5, 1 P-3, 2 GS(OL)
1 D-1, 1 P-4, 1 P-3, 1 GS(OL)
Office of the Under-Secretary-General
Regular budget
Support account
1 USG, 1 D-2, 3 D-1, 7 P-5, 2 P-4, 1 P-2/1 12 GS (OL)
2 P-4
Executive Office
Regular budget
Support account
1 D-1, 1 P-5, 2 P-4, 1 P-3, 3 GS (PL), 9 GS (OL)
1 P-2*
Office of the Assistant Secretary-General, Controller
Regular budget
Support account
1 ASG
1 D-2
2 P-5
2 P-4
1 P-3
8 GS (PL)
3 GS (OL)
1 P-4
1 GS (OL)*
Office of the Assistant Secretary-General, Human Resources
Regular budget
Support account
1 ASG
1 P-5
2 P-4
6 GS (OL)
Office of the Assistant Secretary-General, Central Support Services
Regular budget
Support account
1 ASG
1 P-5
1 P-4
2 GS (OL)
1 P-3*
Accounts Division
Regular budget
Support account
Financial Information Operations Service
Regular budget
Support account
Treasury
Regular budget
Support account
1 D-1
2 P-5
2 GS(OL)
1 P-5**
2 P-4
1 P-3
1 GS(PL)
2 GS(OL)
Peacekeeping Financing Division
Regular budget
Support account
1 D-2
1 D-1
3 P-5
9 P-4
1 P-4**
6 P-3
4 P-3*
9 GS(OL)
Learning Devt. & Human Resources Serv. Div.
Regular budget
Support account
1 D-2
1 D-1
6 P-5
6 P-4
6 P-3
5 P-2/1
4 GS (PL)
30 GS(OL)
Human Resources Policy Service
Regular budget
Support account
Strategic Planning And Staffing Div.
Regular budget
Support account
Medical Services Division
Regular budget
Support account
1 D-2
1 D-1
1 P-5
3 P-4
1 P-3
1GS(OL)*
Human Resources Information Systems Section
Regular budget
Support account
1 P-4
1 P-3
1 GS(OL)
Facilities and Commercial Services Division
Regular budget
Support account
1 D-2
2 D-1
5 P-5
10 P-4
5 P-3
4 P-2/1
8 GS(PL)
144 GS(OL)
1 P-4
1 P-3
4 GS(OL)
Procurement Division
Regular budget
Support account
1 D-2
1 D-1
1 P-5
1 P-4
3 P-3
3 P-2/1
26 GS(OL)
1 D-1, 4 P-5
1 P-5*
17 P-4
1 P-4*
19 P-3
6 P-3*
4 P-2/1
1 P-2/1*
1 GS(PL)
1 GS(PL)*
23 GS(OL)
1 GS(OL)*

* Proposed in 2009/10 (49 new posts).

** Reclassification.

Annex IV

Proposed staffing of the Office of Internal Oversight Services for the period from 1 July 2009 to 30 June 2010

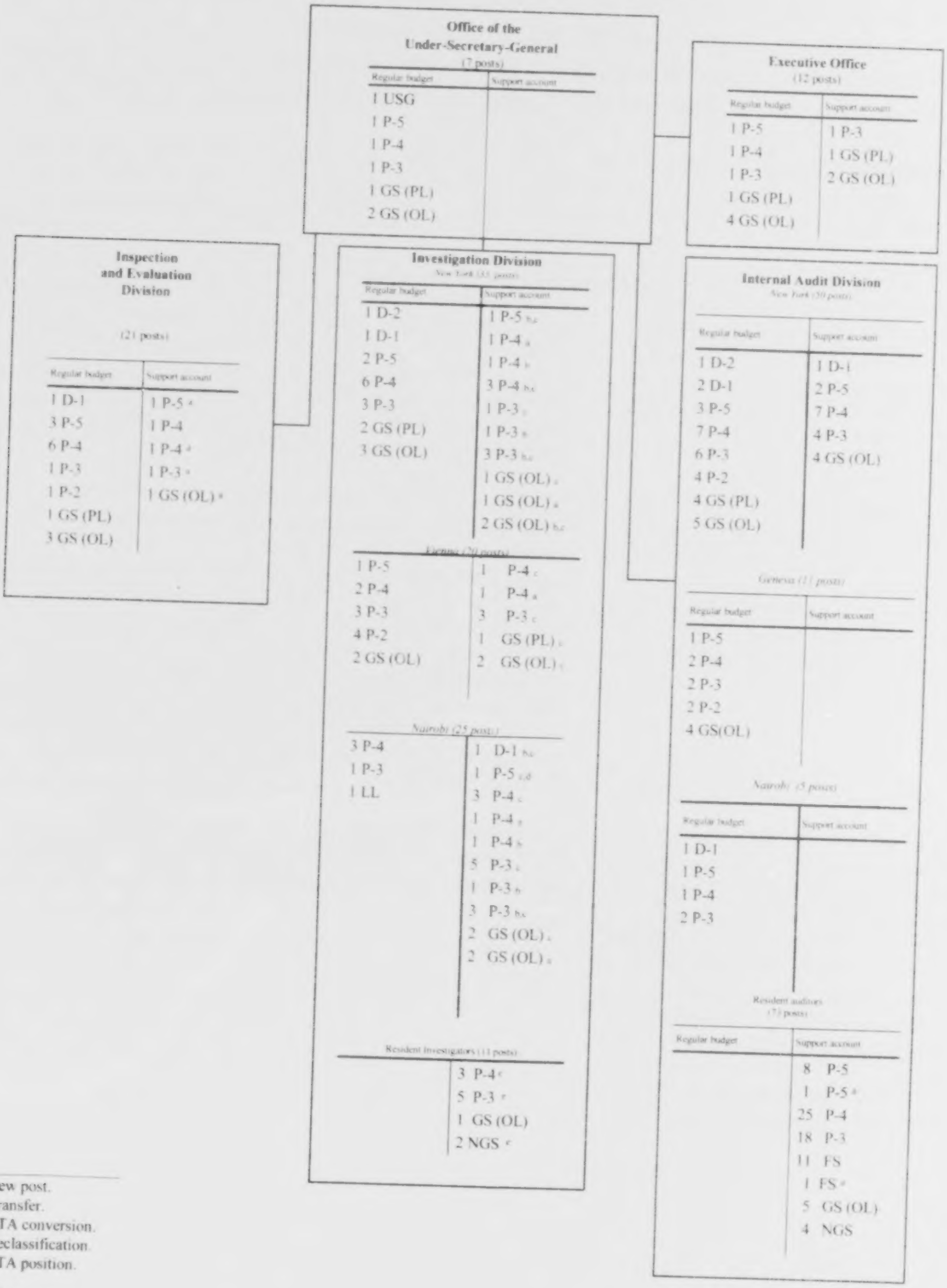

Director
D-2 (RB)
New York
Investigation Division NEW YORK 1x D-1 (Regular budget)
Investigation Division VIENNA
Investigation Division NAIROBI 1x D-1 (extra-budgetary)
OPERATIONS
OPERATIONAL SUPPORT
OPERATIONS
OPERATIONS
INVESTIGATORS
1x P-5 (XB)
1x P-5 (RB)
4x P-4 (XB)
3x P-4 (RB)
4x P-3 (XB)
4x P-3 (RB)
2x GS(PL) (RB)
1x GS(OL) (RB)
*1x GS(OL) (XB)
PPS
1x P-5 (RB)
3x P-4 (RB)
1x P-3 (XB)
2x P-2 (RB)
*1x GS(OL) (XB)
1x GS(OL) (RB)
FORENSICS
*1x P-4 (XB)
1x P-3 (RB)
TRAINING
2x P-4 (RB)
ADMINISTRATION
1x P-3 (XB)
2x GS(OL) (XB)
1x GS(OL) (RB)
INVESTIGATORS
1x P-5 (RB)
1x P-4 (XB)
2x P-4 (RB)
2x P-3 (XB)
2x P-3 (RB)
1x P-2 (RB)
FORENSICS
*1x P-4 (XB)
2x GS(OL) (XB)
2x GS(OL) (RB)
1x GS(PL) (XB)
INVESTIGATORS
*1x P-5 (XB)
4x P-4 (XB)
1x P-4 (RB)
9x P-3 (XB)
1x P-2 (RB)
FORENSICS
*1x P-4 (XB)
2x GS (OL) (XB)
1x GS (OL) (RB)
*2x GS (OL) (XB)
MONUC
INVESTIGATORS
1x P-4 (XB)
1x P-3 (XB)
1x LL (XB)
UNMIL
INVESTIGATORS
1x P-4 (XB)
2x P-3 (XB)
1x LL (XB)
UNMIS
INVESTIGATORS
1x P-4 (XB)
2x P-3 (XB)
1x GS(OL) (XB)

* New posts created.

All Forensics staff in Offices away from Headquarters report to the Forensics Unit at Headquarters.

Annex V

Office of Internal Oversight Services Chart



Office of the Under-Secretary-General
(7 posts)

Regular budget	Support account
1 USG	
1 P-5	
1 P-4	
1 P-3	
1 GS (PL)	
2 GS (OL)	

Executive Office
(12 posts)

Regular budget	Support account
1 P-5	1 P-3
1 P-4	1 GS (PL)
1 P-3	2 GS (OL)
1 GS (PL)	
4 GS (OL)	

Inspection and Evaluation Division

(21 posts)

Regular budget	Support account
1 D-1	1 P-5 [a]
3 P-5	1 P-4
6 P-4	1 P-4 [a]
1 P-3	1 P-3 [a]
1 P-2	1 GS (OL) [a]
1 GS (PL)	
3 GS (OL)	

Investigation Division
New York (35 posts)

Regular budget	Support account
1 D-2	1 P-5 [b,c]
1 D-1	1 P-4 [a]
2 P-5	1 P-4 [b]
6 P-4	3 P-4 [b,c]
3 P-3	1 P-3 [c]
2 GS (PL)	1 P-3 [a]
3 GS (OL)	3 P-3 [b,c]
	1 GS (OL) [c]
	1 GS (OL) [a]
	2 GS (OL) [b,c]

Vienna (20 posts)

1 P-5	1 P-4 [c]
2 P-4	1 P-4 [a]
3 P-3	3 P-3 [c]
4 P-2	1 GS (PL) [c]
2 GS (OL)	2 GS (OL) [c]

Nairobi (25 posts)

3 P-4	1 D-1 [b,c]
1 P-3	1 P-5 [c,d]
1 LL	3 P-4 [c]
	1 P-4 [a]
	1 P-4 [b]
	5 P-3 [c]
	1 P-3 [b]
	3 P-3 [b,c]
	2 GS (OL) [c]
	2 GS (OL) [a]

Resident investigators (11 posts)

	3 P-4 [e]
	5 P-3 [e]
	1 GS (OL)
	2 NGS [e]

Internal Audit Division
New York (50 posts)

Regular budget	Support account
1 D-2	1 D-1
2 D-1	2 P-5
3 P-5	7 P-4
7 P-4	4 P-3
6 P-3	4 GS (OL)
4 P-2	
4 GS (PL)	
5 GS (OL)	

Geneva (11 posts)

Regular budget	Support account
1 P-5	
2 P-4	
2 P-3	
2 P-2	
4 GS(OL)	

Nairobi (5 posts)

Regular budget	Support account
1 D-1	
1 P-5	
1 P-4	
2 P-3	

Resident auditors
(73 posts)

Regular budget	Support account
	8 P-5
	1 P-5 [a]
	25 P-4
	18 P-3
	11 FS
	1 FS [a]
	5 GS (OL)
	4 NGS

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a New post.
b Transfer.
c GTA conversion.
d Reclassification.
e GTA position.

Annex VI

Summary of follow-up action taken to implement requests of the General Assembly in its resolution 62/250, requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the Assembly, and of the United Nations Board of Auditors

A. General Assembly

Resolution 62/250

Request/recommendation	*Action taken to implement request/recommendation*
The General Assembly requested the Secretary-General to address systemic issues that hamper good management of the Organization, including by improving work processes and procedures, and in that context stressed that structural change was no substitute for managerial improvement (para. 14).	The proposed support account budget for 2009/10 reflects requirements for the implementation of management support projects for peacekeeping missions, and peacekeeping-related entities at Headquarters, in particular in the areas of business process improvement, change management and organizational design, as well as the business process improvement capacity-building programme.
Recalled section I, paragraph 6, of its resolution 55/238, paragraph 11 of its resolution 56/241 and paragraph 19 of its resolution 61/279, and requested the Secretary-General to ensure the proper representation of troop-contributing countries in DPKO and DFS, taking into account their contribution to United Nations peacekeeping (para. 22).	The primary consideration for selection for positions in DPKO, DFS and peacekeeping missions remains that outlined in Article 101, paragraph 3, of the Charter of the United Nations, stipulating the necessity of securing the highest standards of efficiency, competence and integrity, with due regard being paid to the importance of recruiting the staff on as wide a geographical basis as possible. Both Departments also continue to give due regard in selection decisions to the need to increase representation from troop-contributing countries and to increase representation of female staff, in accordance with applicable General Assembly resolutions.
Reaffirmed paragraph 67 of its resolution 61/279 and requested the Secretary-General to include detailed information on mechanisms in place and measures taken to address the management challenges which the new organizational structure of DPKO/DFS posed, and the improvement that the new structure had brought in ensuring efficiency and effectiveness in the support for peacekeeping operations and special political missions, as well as to coordination with DPA, in the context of the comprehensive report to be submitted at the second part of its resumed sixty-third session (para. 24).	Addressed in the report of the Secretary-General on strengthening the capacity of the United Nations to manage and sustain peacekeeping operations (A/63/702 and Corr.1).

Request/recommendation	*Action taken to implement request/recommendation*
Reiterated its request in paragraph 13 of its resolution 60/268 and paragraph 32 of its resolution 61/279, and urged the Secretary-General to submit the comprehensive report on the evolution of the support account at the second part of its resumed sixty-third session within the context of his next budget proposal for the support account (para. 26).	Addressed in the proposed support account budget for 2009/10.
Noted that the application of an accurate vacancy rate was good budgetary practice and essential for the appropriate assessment on Member States (para. 27).	The proposed support account budget for 2009/10 provides information on the application of the projected vacancy rates to the estimation of resource requirements related to the staffing establishment of departments and offices funded from the support account which are based on the actual vacancy rates during the prior periods (7 per cent for the continuing Professional category posts and 5.2 per cent for the continuing General Service category posts).
Requested the Secretary-General, when submitting his budget proposals, to include details of the full annual cost of posts for the subsequent budget (para. 28).	The proposed support account budget for 2009/10 provides information on the application of the projected vacancy rates (7 per cent for the continuing Professional category posts and 5.2 per cent for the continuing General Service category posts) to the estimation of resource requirements related to the proposed new posts for departments and offices funded from the support account.
Stressed the importance of complementarity of efforts and avoiding duplication between integrated operational teams and substantive components of the Secretariat, and requested the Secretary-General to report thereon, and to provide a clear definition of the roles and responsibilities of the integrated operational teams, in the comprehensive report to be submitted to the General Assembly at the second part of its resumed sixty-third session (para. 30).	Addressed in the report of the Secretary-General on strengthening the capacity of the United Nations to manage and sustain peacekeeping operations (A/63/702 and Corr.1).
Reaffirmed the need for effective and efficient administration and financial management of peacekeeping operations, and urged the Secretary-General to continue to identify measures to increase the productivity and efficiency of the support account (para. 32).	Measures taken by DPKO and DFS to improve the efficiency and effectiveness of the administrative and management process are outlined in the Secretary-General's report on strengthening the capacity of the United Nations to manage and sustain peacekeeping operations (A/63/702, paras. 66-78).

B. Advisory Committee on Administrative and Budgetary Questions

(A/62/855)

Request/recommendation	*Action taken to implement request/recommendation*
The Advisory Committee recalled paragraph 9 of its report of 1 June 2007 (A/61/937), in which it considered that "the proposed new organizational structure may present some major management challenges. Among these are potential complications regarding chain of command, accountability, coordination and maintenance of an adequate system of checks and balances that may arise from the unusual arrangement of having one head of department (Department of Field Support) report to and take direction from the other (Department of Peacekeeping Operations)". The interim report does not offer an adequate explanation of how those challenges have been met. In addition, the report does little to allay the Committee's concern, as expressed in paragraph 10 of the same report, regarding the possibility that an additional bureaucratic layer will need to be created to deal solely with coordination between the relevant departments. In that connection, the Committee reiterates its opinion that structural change is no substitute for managerial improvement (para. 8).	Addressed in the report of the Secretary-General on strengthening the capacity of the United Nations to manage and sustain peacekeeping operations (A/63/702 and Corr.1).
The Advisory Committee also pointed out that no mention was made in the report of support for special political missions or coordination with DPA despite the fact that the Committee had commented on that as an obvious lacuna in the original restructuring proposal (para. 9).	Addressed in the report of the Secretary-General on strengthening the capacity of the United Nations to manage and sustain peacekeeping operations (A/63/702 and Corr.1).
The comprehensive report should also demonstrate in a clear and concrete manner the improvements that the restructuring has brought in ensuring efficiency and effectiveness in support to peacekeeping operations and special political missions, and demonstrate that arrangements for coordination among the relevant departments are effective. With respect to coordination between DPKO and DFS, an assessment should also be made of the effectiveness of the Chief of Staff function (para. 10).	Addressed in the report of the Secretary-General on strengthening the capacity of the United Nations to manage and sustain peacekeeping operations (A/63/702 and Corr.1).

Request/recommendation	Action taken to implement request/recommendation
[The Committee] expected that the comprehensive report to be submitted to the General Assembly at its sixty-third session would contain a full analysis of the effectiveness of the integrated operational teams in supporting peacekeeping operations (para. 13).	Addressed in the report of the Secretary-General on strengthening the capacity of the United Nations to manage and sustain peacekeeping operations (A/63/702 and Corr.1).
The Advisory Committee recalled that the Secretary-General's original proposal for restructuring envisaged substantial delegation of authority from DM to DFS in the area of human resources management. The interim report, however, did not provide a clear indication of the specific delegations of authority involved. The comprehensive report should provide details concerning the division of labour between DM and DFS in the area of human resources management, and associated accountabilities, as well as evidence of the improvements such delegations had enabled. The Committee had commented on that issue in its general report on peacekeeping operations (see A/62/781, para. 34) (para. 16).	Addressed in the report of the Secretary-General on strengthening the capacity of the United Nations to manage and sustain peacekeeping operations (A/63/702 and Corr.1).
The Advisory Committee was concerned by the increases in the support account year after year. The "surge" in peacekeeping activities was used as a rationale for increasing support account resources in the context of the peacekeeping restructuring proposal, which had been approved just 11 months ago. The Committee observed that, in the budget proposal for the support account for 2008/09, the Secretary-General had again sought to justify many of the requests for additional resources in the context of the surge in peacekeeping and the establishment of new missions, in particular UNAMID and MINURCAT. The Committee pointed out that, while peacekeeping activities had increased in recent years, there was no reason to assume that the growth in peacekeeping activities would continue indefinitely, or that the growth in the support account should directly correlate with the growth in peacekeeping activities (para. 20).	As reflected in section II of the proposed support account budget, the Secretariat commissioned a study on the evolution of the support account by external management consultants. With regard to the growth in support account requirements, the study concluded that the evolution of the support account could largely be explained by the growth in the scale of peacekeeping activities and the increasing political instability of the environments in which missions are operating (as measured by a World Bank Worldwide Governance Indicator (Political Stability and Absence of Violence)). At the same time, taking into account the concerns expressed by ACABQ in its report on the support account for peacekeeping operations (A/62/855), as endorsed by the General Assembly in its resolution 62/250, the Secretariat will fully re-justify the totality of support account staffing requirements in the context of the proposed 2010/11 support account budget, for consideration by the Assembly.

Request/recommendation	*Action taken to implement request/recommendation*
The Advisory Committee requested that, in order to enable the Committee to analyse the Secretary-General's proposals and for the General Assembly to take a fully informed decision, future budget proposals provide more complete information on the existing capacity devoted to the function for which the additional capacity was requested (para. 22).	In justifying additional staffing requirements, the proposed support account budget includes information on the existing capacity devoted to the function for which the additional capacity is requested.
A number of issues were merely touched upon in the Secretary-General's report. Among them were efforts towards the development of common doctrine, policies and business processes for the two Departments (see A/62/741, paras. 33 and 34); the development and conduct of training programmes (see para. 37); the joint development by the two Departments of an evaluation mechanism with key performance indicators (see paras. 38 and 48); and the consolidation of existing police, justice, corrections, mine action, disarmament, demobilization and reintegration sectors, as well as a new security sector reform capacity, in the Office of the Rule of Law and Security Institutions (see paras. 44-46). The Advisory Committee noted those efforts and expected that further details would be provided in the forthcoming comprehensive report (para. 23).	Addressed in the report of the Secretary-General on strengthening the capacity of the United Nations to manage and sustain peacekeeping operations (A/63/702 and Corr.1).
The Secretary-General further indicated that the additional resources for 2008/09 were therefore requested on that basis and on the basis of the priorities which were summarized in paragraphs 13 to 18 of the report (A/62/783) (para. 41). The Advisory Committee has commented on the successive increases in the support account year after year. The Committee's recommendations on the post and non-post resources proposed for 2008/09 took into account what it considers to most directly support the operational requirements in the field. The Committee expected that the Secretary-General would fully elaborate on how the utilization of the resources granted had led to improvements in the aforementioned priority areas identified in the context of the performance report for the period from 1 July 2008 to 30 June 2009 (para. 42).	The request of the Advisory Committee will be fully addressed in the context of the support account performance report for the period from 1 July 2008 to 30 June 2009.

Request/recommendation	*Action taken to implement request/recommendation*
The Advisory Committee trusted that the use of external consultants would be done in accordance with established administrative procedures and financial regulations and rules and for specific time-limited projects, not subject to repeated extensions as a way of getting around the established criteria and procedures for selecting staff. The Committee also requested that future requests for consultants be accompanied by information on past use of consultants for similar purposes (para. 50).	The proposed support account consultancy provisions for 2009/10 reflect requirements for specialized expertise which cannot be accommodated in-house. While the vast majority of consultancy requirements are related to the new projects in the areas of high-level management expertise, information technology, procurement, development and conduct of specialized training programmes and reflect responses to the General Assembly's requests and the observations and recommendations of the Board of Auditors and OIOS, the proposed budget also reflects requirements for the ongoing projects for which consultancies have been approved for 2008/09. The engagement of consultants does not circumvent the established criteria and procedures for selecting staff.
The Committee also recommended that the Secretary-General, in the context of the next support account submission, provide a full account of the impact that the approved posts had had on the operations of the Office of Military Affairs (para. 80).	Pursuant to General Assembly resolution 62/250, a comprehensive report on the implementation of the strengthening of the Office of Military Affairs and its impact on the Organization and capacities of the Office will be submitted to the Assembly during its sixty-fourth session.
Information should be provided on the modernization of work processes and procedures of the [Accounts] Division in the next budget submission. The conditions identified concerning the need for modernization remain relevant (see A/61/937, para. 136) (para. 121).	The Accounts Division continues to modernize its processes and seek efficiencies wherever possible. Current projects under way include: (a) automation of the incoming assessed contributions from Member States, so that receipts and contributions reports are system-generated, providing Member States with information in a more timely manner; (b) update of the field finance procedure guidelines to further clarify and amend processes, also taking into account feedback from the Chief Finance Officer workshops; (c) comprehensive review of the appendix D provisions in conjunction with the funds and programmes, in order to update the provisions and policies; (d) appointment of an outside administrator for the confidential and streamlined processing of national staff insurance claims; (e) system and procedural changes were made to increase the frequency of eligibility reporting to insurance carriers to reduce the number of manual enrolments required; (f) the diagnostic tool was upgraded to improve the quality and facilitate client service; (g) the scanning of health insurance applications and related documentation was instituted to facilitate access to those documents to add efficiency and improve client service; and (h) online access to carriers' enrolment portals to facilitate manual enrolments between eligibility file submissions and to verify coverage of participants.

Request/recommendation	*Action taken to implement request/recommendation*
Four new posts (1 P-5, 1 P-4, 1 P-3 and 1 GS (OL)) were proposed for the Inspection and Evaluation Division in order to increase the capacity of OIOS to undertake inspections, which currently consists of one Programme Officer at the P-4 level (see A/62/783, paras. 552-560). The Advisory Committee was of the view that a discussion of the balance of the resource requirements in the different functions in OIOS was required; the Committee did not recommend approval of those posts at this time (para. 154).	The proposed support account budget for OIOS fully justifies the requirements for the strengthening of the inspection and evaluation capacity of the Office.
The Advisory Committee recalled that the General Assembly, in its resolution 62/247, had endorsed the recommendations of the Advisory Committee contained in its report (see A/62/7/Add.35), requesting that a complete analysis and justification of the envisaged restructuring be provided, including the impact that the team/unit concept and the relocation of investigators from peacekeeping missions would have on staff. Pending submission of that information and analysis, as well as consideration and decision by the Assembly, the Committee did not recommend approval of the resources to put the restructuring into effect at this time. Furthermore, the Committee did not recommend the conversion to posts of the 63 Investigator positions funded under general temporary assistance because of the need to have a clear picture of the structure and requirements of the investigation function (para. 159).	The proposed support account budget for OIOS takes full account of the requests of the General Assembly, the recommendations of the ACABQ and the Independent Audit Advisory Committee.
The Advisory Committee recommended that future budget presentations for the Office of Legal Affairs be supported with workload indicators and quantitative data in order to allow for a better analysis of the requirements of the Office (para. 166).	Addressed in the proposed support account budget for the Office of Legal Affairs.

C. Board of Auditors

(A/62/5, Vol. II)

Recommendations to the Secretary-General	*Action taken to implement recommendations*
The Administration agreed with the Board's reiterated recommendation that, in the light of changing circumstances and needs, it revisit the criteria set out by the Secretary-General in relation to the creation of posts (A/45/493, para. 16 (e) and (f)) to determine those that might hamper the efficient management of the support account (para. 67).	The Administration recognizes that the criteria indicated in the report of the Secretary-General of 18 September 1990 (A/45/493) were formulated prior to the formal establishment by the General Assembly of the peacekeeping operations support account, and the then existing ad hoc nature of the backstopping of peacekeeping operations, whereby the authority for the establishment of the peacekeeping backstopping posts was under the Secretary-General's purview. At the same time, pursuant to the Board of Auditors' observation and following consultations with the departments and offices funded from the support account, the Administration confirms the applicability of the criteria included in para. 16 (e) and (f) of the Secretary-General's report to the justification of the proposed posts for the support account, to the extent practicable. With regard to criterion (e) indicating that all posts are to be formally submitted to OHRM for classification before authorization, the Administration confirms that all proposed new posts not covered by the already classified generic job profiles would be submitted to OHRM for classification prior to the submission to the General Assembly of the proposed support account budget for 2009/10.
The Administration agreed with the Board's reiterated recommendation that it ensure that workplans provide adequate, clear/specific, consistent and updated information to facilitate review and verification of the use of posts, as intended. The Board also recommended that the Administration require incumbents and their supervisors to ensure that workplans reflected the activities to be undertaken in connection with peacekeeping operations (para. 72).	In February 2008, Heads of departments and offices funded from the support account were requested to address the Board of Auditors' observations relating to the appropriate documentation of the utilization of the resources provided under the support account for peacekeeping operations in the context of the completion of the workplans by incumbents of the support account posts for 2008/09, as well as in the evaluation of the implementation of workplans for 2007/08, so that individual staff members' workplans and evaluations provide adequate, clear/specific, consistent and updated information to facilitate review and verification of the use of support account posts as intended and reflect the activities related to peacekeeping. At the same time, the Administration reiterates its comment that it wishes to maintain the current approach that such support is within the overall functional responsibilities of the unit/section concerned and that programme managers have the flexibility in utilizing the totality of resources to achieve the results set out in the results-based-budgeting frameworks and the strategic framework.

Recommendations to the Secretary-General	*Action taken to implement recommendations*
The Board recommended that the Administration ensure that all departments and offices involved in the support account continue to improve the budget formulation processes in accordance with the results-based-budgeting logical framework (para. 78).	The proposed support account budget for 2009/10 reflects further improvements in the formulation of the results-based-budgeting frameworks, in particular, the formulation of the indicators of achievement to comply with the results-based-budgeting methodology requiring that the indicators of achievement and outputs are specific, measurable, attainable, realistic and time-bound.